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ABSTRACT

This guide is intended to help local, state, and national literacy program staff in their attempts to develop corporate funding for their activities. Part I discusses the role of direct corporate giving in the national philanthropic context, as well as patterns and forms of corporate giving. Part II gives guidelines on how to prepare for and implement a good corporate fund-raising program. (The advice given is, basically, ensure readiness for corporate fund raising; develop information about the local corporate giving community; prepare proposals that meet company guidelines, that are clearly expressed, and that are accompanied by good supporting documentation; and follow up and keep good records.) Part III discusses indirect corporate giving that literacy applicants should consider and highlights other forms of business help available locally. The groups covered in Part III are the United Way of America; product brokering organizations, including Gifts in Kind; and other business resources. Appendix A lists the names and addresses of key national resource organizations, including those cited in the main text. Appendix B provides a nine-item bibliography. Appendix C lists the regional offices of the Foundation Center, a major source of information about the corporate giving arena. Appendix D provides sample forms for corporate employee-generated grant programs. (CML)

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MAKE IT YOUR BUSINESS

A Corporate Fundraising Guide For Literacy Programs

As adult literacy groups struggle to keep up with new demands for their services, they are turning to familiar and, in some cases, unfamiliar sources for financial and in-kind help. The sources include agencies of federal, state, and local government, general foundations, professional associations and membership organizations, individuals, and the business community. Tapping this last source, the business community, is an especially tough challenge.

Fortunately, the business community is showing an increased interest in the adult illiteracy problem. But, at the same time, corporate contributions programs are in transition and under great pressure and the manner in which literacy programs present themselves to potential corporate funders is more important than ever.

This bulletin aims to give information of immediate practical value to literacy programs wishing to develop corporate fund development programs. It is designed primarily for local groups but may also be of general use to state and national organizations.

- Part I discusses the role of direct corporate giving in the national philanthropic context as well as patterns and forms of corporate giving.

- Part II gives guidelines on how to build a good corporate fundraising program.

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- Part III discusses indirect corporate giving that literacy applicants should consider and highlights other forms of business help available locally.

- Part IV contains four appendices. Appendix A (p. 34) lists the names and addresses of key national resource organizations including those cited in the main text. Appendix B (p. 37) provides a bibliography of reading material, again including publications recommended in the main text. Appendix C (p. 39) lists the regional offices of the Foundation Center, a major source of information about the corporate giving arena. And Appendix D (p. 43) provides sample forms for corporate employee-generated grant programs.

In preparing this guide, BCEL took part in numerous conferences and workshops, reviewed literature on the subject, and consulted with dozens of corporate-giving programs, local literacy groups, and state and national organizations. We are grateful for the interest and cooperation of many people, especially those who reviewed and commented on the final manuscript. Kathleen Leonard, former head of the McGraw-Hill Foundation, deserves special thanks. As a BCEL consultant, she did the lion's share of the work on this guide. Her high standard of professionalism was unwavering, and her first-hand experience with both literacy and the world of corporate giving was invaluable.

Part I: Understanding The Context

A. THE 2.6 PERCENT REALITY

In preparing for entry into the corporate giving world, it is important to understand how corporations fit into the nation's total philanthropic effort. To put the bottom line first, the corporate role, while substantial and vitally important, is not as large relative to the total national picture as is commonly thought.

In 1987, according to the Trust for Philanthropy of the American Association of Fund-Raising Counsel, corporations donated some $4.6 billion to charitable causes. However, total private giving that year was $93.7 billion, with 88 percent coming from individual donations, 7 percent from general foundations, and only 5 percent from corporations and corporate foundations. Public funding for nonprofit activities in 1987 is estimated by the Independent Sector to be another $86 billion from federal, state, and local sources, for an overall total of $179.7 billion. **Corporate giving made up only 2.6 percent of this overall amount.**

Moreover, contributions from the business community in 1987 stayed the same as in 1986, failing to increase for the first time in nearly two decades. They are not expected to rise appreciably in the foreseeable future. Three factors have combined to produce this leveling off. Many industries are economically strapped. Mergers and acquisitions on an unprecedented scale have resulted in fewer granting offices and fewer grants. And many in the new generation of business leaders tend to be more attuned to the short-term bottom line than to long-term goals and social responsibility activities.

The new phenomenon of flat or reduced corporate budgets is not the only pressure at work in the corporate-giving environment, however. Even as these forces have been building, massive cutbacks in social spending at the federal level have produced a dramatic increase in applications for corporate support from nonprofit groups of all kinds. One way that companies have been responding is to rotate grantees more than they used to. With so many worthy requests and limited funds, rather than to give renewal support to an organization year after year, they are tending to move them off the roster after two or three years and extend support to other needy groups. In addition, corporations have traditionally been a solid source of general operating support for nonprofit groups, providing small but regular grants to cover fixed administrative costs. But many now

prefer to fund either special projects or activities that will generate wide publicity or public notice as a way to provide evidence of a return on their investments.

Despite these new constraints, educational (and literacy) groups have a relative advantage in the competition for corporate grant funds. In recent years, corporate giving has tended to favor grants for educational purposes and there are no signs of a major shift in this preference. In 1987, according to a joint survey of corporate contributions conducted by the Conference Board and the Council for Aid to Education, nearly 37 percent of all corporate donations went to educational causes. In addition, 27 percent went into health and human service activities, and 14 percent into civic and community activities--both areas gaining recognition as natural contexts for the provision of literacy services, and thus pockets of opportunity for literacy applicants.

It also is worth pointing out that profound structural changes are underway in the composition of the workforce and the nature of jobs. It is recognized increasingly that major new resources will have to be targeted on human resource development over the next two decades and beyond to upgrade the skills of millions of workers. Corporate personnel and training departments are showing greater interest in setting up contracts with literacy and other educational groups as they seek to address the basic skills problems of their employees. This form of collaborative support is likely to grow substantially in the coming years.

B: CORPORATE GIVING: DE-MYSTIFYING THE CULTURE

Corporate fundraising, like other forms of fundraising, requires cultivation...getting to know the interests of your potential funding source(s)...finding ways to get your potential funder(s) to know more about you...and determining and following specified guidelines. But it is unique in the degree to which geographic location is important...the extent to which personal contacts are helpful...the great variation in philosophy, structure, and procedure...and the potential for a wider variety of support, from cash grants to in-kind services.

Importance of Geography

It is good to remember that a corporation's basic role is not grant-giving and social development, but running a business for profit. Companies are not required by law to give to social causes, and, in fact, management must be able to justify to stockholders any distribution of hard-earned profits to charitable causes. For this reason, **most businesses view their giving as an "investment" in the community and concentrate it in the geographical areas where their headquarters, plants, or subsidiaries are located.** Thus, in approaching a corporation for support, applicants need to be clear about how their services will improve either the quality of life for the company's employees or the business and social climate affecting that company's interests in its operating communities.

Personal Contacts Are Important

The importance of building or drawing on personal contacts within a company cannot be overstressed. Because top management is held responsible for charitable expenditures, it is more inclined to respond to requests channeled through its own executives or initiated by one of its employees. Moreover, personal contacts in one company can often open doors to other companies. Business executives from different companies talk to each other, both for information and to solicit support for projects of special interest, and they are apt to be sensitive to requests from each other and to expect some reciprocity. Thus, taking time to identify and cultivate personal contacts in the business community is an essential building block for a good corporate fundraising program.

This is not to say that professional contributions staff should be by-passed, particularly in larger companies, but to acknowledge how valuable it is to have first-hand supporters and advocates from within.

Philosophies, Practices, & Procedures Vary

There is wide variation in corporate-giving attitudes and practices. Some companies have a long-standing tradition of social involvement, believing that business has a responsibility to help create a healthy social environment. But many, as noted above, do not. Traditionally, businesses whose assets and profits are tied in directly to the community (such as banks, insurance companies, and utilities), and companies concerned about their public image (such as tobacco and oil companies),

have tended to be in the forefront of corporate giving. More recently, where adult literacy is concerned, a wide range of corporations is showing interest, with print and print-related groups and the large communications companies so far taking the lead.

The organizational structure for considering grant requests and making grants takes different forms from company to company. When corporations first began to make grants seriously in the early 1950's, the function was usually located in the chief executive's or president's office. It still is today in small companies or those entering the giving arena for the first time. But, in larger companies, as the number of grant applications has grown, the trend has been for the function to move to a professional staff person within the Public Affairs or Community Affairs Department, or to a foundation established by the corporation, or to a combination of both.

Company-related foundations are legally-independent entities but usually retain strong ties to their parent companies. Their grants often tend to reflect the business interests of their companies and they are funded by these companies in one of two ways. "Pass-through" foundations are generally funded at some percentage of annual profits at the end of a company's fiscal year, and thus their giving budgets can go up or down quickly. "Endowed" foundations usually hold title to a portion of the company's stock and are less immediately dependent from year to year on parent company earnings. The exact number of company foundations is not known, but the largest, with assets of more than $1 million or annual giving of $100,000 or more, number nearly 800.

Decisions on funding are generally made by top company executives. They may be members of a Contributions Committee (if the money is dispensed from the corporate budget) or members of the foundation's board of directors (if the money comes through an endowed or pass-through foundation). In most cases, even if the chief executive officer is not a member of these bodies, his or her wishes will be taken into account because the money is coming directly or indirectly from company earnings. The grant budget will vary with the company's economic performance. In some cases, corporations seek to donate a specified percentage of their pre-tax net income. The median ratio of contributions to domestic pre-tax income was 1.05 percent in 1987.

Many corporations channel a large portion of their contributions through their corporate foundations to address national or regional concerns but retain a corporate budget line to fund groups of special interest or local groups and projects that will bring them visibility in

the community. Granting operations may be centralized totally in the headquarters, decentralized with grants reviewed and given autonomously at the local plant level, or function at both levels with links established between the two. In general, money given for national or regional projects is apt to come from the national headquarters or foundations while funding for local groups is more apt to come from local operating plants and offices.

Businesses also vary widely in the size of grants they award and in their timetables for considering proposals. **Compared to other sources of funding, most corporate grants are small: usually a few hundred dollars in the case of small businesses and in the $1,000-$5,000 range for the vast majority of larger corporations.** Larger grants are most apt to be given by corporate headquarters or by their foundations for activities of national or regional scope, but they are the exception rather than the rule. Where timetables are concerned, some companies accept applications only at the beginning of the year or near the end, and they make decisions on all their charitable allocations for the year at that time. Others continue to accept proposals throughout the year, meeting monthly or quarterly to make funding decisions.

Similarly, there is considerable variation in proposal guidelines, requirements, and review procedures. **Most companies and corporate foundations want only a general proposal in the form of a one- to two-page letter with appropriate attachments. But some, especially larger companies, want a full-fledged and highly-detailed proposal.** As with the size of grants, this requirement usually varies with the size of the company, the larger ones being able to afford more staff to thoroughly undertake detailed proposal reviews. Most corporations do not have a person working exclusively on contributions, and those that do are currently facing reductions in staff as a result of growing economic pressure. Thus, contributions officers have less time to monitor projects now than they used to, even though they are receiving far more proposals and being pressured to fund projects that bring the company visibility.

Forms of Support

Corporate giving takes four broad forms: (a) grants based on receipt of a proposal and its successful review; (b) employee-generated matching gifts; (c) in-kind donations of personnel, material, equipment, and other services; and (d) fees or contracts. Each of these is discussed in turn below:

(1) Grants

Grants can be either one-time or renewable. They can be for general operating support (though this is less and less likely) or for specific projects or project elements of interest. They depend upon the receipt of a proposal in some form and its successful review. This kind of support is most understood and most commonly sought, and it is the main focus of this guide. Some 73 percent of direct corporate giving takes this form.

(2) Employee-Generated Gifts

Two less well-known types of corporate giving are Matching Gift Programs, which match the monetary donations of employees to eligible nonprofit groups, and Volunteer Service Grants, which are given in recognition of employees' volunteer efforts. About 7 percent of all corporate giving is in the form of these employee-generated contributions. These programs are usually administered through corporate public affairs or personnel departments, and they share certain characteristics:

- Employees, not the potential grantee, must apply for them.
- Retirees, as well as active employees, are often eligible.
- Grants are made to organizations of any size and scope.

Employee Matching Gift Programs. More than 1,000 companies provide contributions to match the cash donations of their employees to colleges and universities. Many extend these programs to include other tax-exempt, nonprofit organizations as well. Matching gifts are for general operating support and usually match an employee's gift on a 1:1 basis, though some companies give a larger match.

In general, to trigger a corporate matching gift, employees themselves must request and complete a simple internal form and submit it to the appropriate company office (see sample applications in Appendix D, pp. 44-49). That office then asks the grant recipient to verify in writing the amount, form, and date of the employee's gift, as well as its own tax-exempt status. On the basis of this verification, which usually takes just a few days, a matching contribution is approved. Payment may be received in only a few weeks or take as long as a year, depending on whether the company processes forms on a continuous basis or, as is more common, on a quarterly, semi-annual, or annual basis.

Note that employees often are not that familiar with company gift matching programs and many do not think to make use of this benefit unless reminded to. Some may not even know that a program exists. Thus, a literacy program's individual solicitation process should include a mechanism for dealing with this set of problems. An oral reminder to fill out a form or to ask if the employer operates a program will suffice in some cases. In others, where solicitation is done by mail, it should be noted that contributions may qualify for a matching gift and that, if eligible, potential donors should get an application from their employer and send it along with their contribution check.

Employee Volunteer Grants. These contributions are offered by an increasing number of companies to reward the time donated by their employees to nonprofit organizations. And, unlike matching gift support programs which emphasize education, virtually all employee volunteer programs make contributions to any 501(c)(3) nonprofit organization with which their employees have chosen to work. Because more and more companies are encouraging their employees to volunteer their services to community groups, often literacy groups, this is a potentially important source of funding. Thus, tutors and board members should be urged to obtain applications if they are eligible and then offered help in filling out the forms (see samples in Appendix D, pp. 50-53).

Volunteer support donations range from as little as $100 to as much as $1,000, and are often designated for a specific project or purchase rather than for general operating support. In most companies, to be eligible for such support, the employee must have donated a significant amount of time to the nonprofit organization, usually between 10-20 hours a month for six months to a year. In some cases, the employee must have worked for the company for at least a year to be eligible.

(3) In-Kind Donations

Some 20 percent of corporate giving is through in-kind services and materials, which are often as useful and sometimes easier to get than cash. Corporations intrinsically possess expertise in a variety of areas that can benefit literacy programs--financial planning, management, marketing, legal affairs, public relations, and board and program development--and many are open to providing such expertise on a voluntary basis. Their workforces can also be a source of volunteers to help fill

tutoring and staff needs in community literacy programs. Indeed, a growing number of companies are actively encouraging such employee involvement, and in some cases they are providing materials and space to outside groups for classes and tutor training given on company premises.

Companies are also a source for donations of equipment, furniture, and standard office supplies. And they may be able to provide printing and other services. One company recently permitted a literacy group to send a staff member to its offices to use the desk-top publishing system to produce camera-ready copy for the group's newsletter. Another sponsors an annual recognition event on company premises for volunteers in a local literacy program, giving refreshments and gifts. Book, magazine, and newspaper publishers regularly donate their products for use as literacy tutoring aids and as incentive awards. Some companies are willing to donate computer equipment and typewriters.

It is important to note that all in-kind donations, whether in the form of goods or equipment, time, or space given for classes, represent a significant cost to companies. One company which maintains an ongoing partnership with a voluntary literacy organization (employees are actively recruited by the company and space is provided for both training and tutoring activities) reports that it costs about $20,000 a year to "donate" this help. So showing appreciation in a timely and regular manner is as important for in-kind help as it is for grants of money.

(4) Fees & Contracts

While not a form of charitable giving, corporations regularly enter into contracts with educational groups, with the latter providing a specified employee training service for an agreed fee. As workforce literacy problems continue to command national attention, and companies reach out increasingly for help in upgrading employee basic skills, such contractual arrangements can be expected to increase. This could be a significant source of new support for literacy groups.

Personnel, human resources, or employee relations departments are the usual points of contact for negotiating services and fees, with payment coming from staff development or training budgets rather than contributions programs. In setting or negotiating fees with companies, literacy programs should remember that in providing services they will incur overhead costs. These costs should be taken into account in setting fees.

Two cautionary notes are in order here:

As literacy groups move more in the direction of contractual arrangements with companies, they should be aware that if the revenue patterns and activities of any nonprofit organization suggest that it has begun to operate as a trade or business which serves either private interests or purposes that are substantially unrelated to its exempt purposes, it could jeopardize its nonprofit status. While this is not likely to be a problem for most literacy groups, to be on the safe side a review of the matter with legal counsel is probably a good idea.

In addition, the requirements and purposes of certain corporate contractual arrangements could result in diverting some literacy groups from their primary mission, which may be to reach those "most in need." Again, this possibility should be considered in advance by literacy organizations, especially the voluntary and community-based groups.

Part II: Making The Case For Support

Given the trends and other realities of corporate philanthropy discussed above, it has become more essential than ever for literacy programs to present themselves to potential business donors in a professional and credible way. Thus, numerous suggestions are given below on how to prepare for and implement a good corporate appeals program. In general, it will be important to:

- Assure your own readiness for corporate fundraising.
- Develop information about the local corporate-giving community.
- Prepare proposals that meet company guidelines, that are clearly expressed, and that are accompanied by good supporting documentation.
- Follow up, and keep good records.

A. GETTING STARTED

Assessing Your Own Resources

To develop a successful corporate fund development program will be hard work. It will require a sustained commitment of organizational staff and other resources. It will depend heavily on your capacity for thoughtful and informed long-range planning and on whether you have adequate staff and sound internal management and accounting systems in place.

Although this guide is not about "organization building," the fact is that building up internal planning and management systems must often go hand in hand with fund development work, because the former is needed to support and inform the latter.* Groups that already have the necessary systems and staff in place have a solid foundation for launching a fully professional corporate fund development effort. Others, especially very

* *Discover Total Resources*, a 1985 publication of The Mellon Bank, and *Guidelines for Effective Adult Literacy Programs*, a 1984 publication from Dayton-Hudson's B. Dalton Literacy Initiative, are outstanding guides to nonprofit management. See Appendix B (p. 37) for details on ordering.

small programs, may have fewer management resources at the outset and thus be unable to immediately take every step suggested below. Moreover, in assessing their capacity for serious fund development work, all programs should probably make a judgment about whether the time and resources used to develop corporate contacts will yield as much as cultivating individuals, government agencies, or private foundations. Only you can determine if a corporate fund development effort is for you at this time, and the scale and depth you will be able to manage.

Having Or Getting Public Charity Status

It is becoming standard practice for corporations to require their grant applicants to have a federal nonprofit tax-exempt "public charity" status under section 501(c)(3) of the Internal Revenue Code (in addition to any state or local tax-exempt status they may have). Not only is the public charity designation usual for most educational, religious, and charitable organizations, but it is the most advantageous status in appealing to corporate donors because it allows them to receive the largest possible income tax deduction.

If you do not have a 501(c)(3) public charity status, you will need to do one of two things: either apply for it or locate a group in your community that has it and would be willing to serve as your fiscal agent.

To be granted public charity status, you will need to show in your application that you are a "qualified" organization which meets several specific requirements of the applicable IRS Code. For example, you must be organized and operated exclusively for educational purposes (or for one or more of four other allowed purposes--religious, charitable, scientific, and literary). Your income and programs must benefit the public or an "indefinite class of individuals" and not specific individuals. A substantial percentage of your income must come from multiple outside sources and not a few individuals or private sources. You may not work for the election of a political candidate or be engaged in lobbying to influence legislation in a way or to a degree prohibited by the IRS Code. Your program must have a formal organizing instrument, such as articles of incorporation or a charter, which precisely defines and limits its purposes and powers.

Because IRS law is actually more intricate than these examples suggest, it is advisable to consult a lawyer who specializes in nonprofit law to help determine your eligibility, make you aware of IRS reporting requirements, and, if you decide to proceed, file your application. Such

help is often given without charge, and many state and local chapters of the American Bar Association are receptive to aiding literacy groups as a result of the ABA's national literacy initiative. [Note: IRS applications are available at every regional IRS office, along with IRS publication #557 called ***How To Apply For and Retain Exempt Status For Your Organization***. Both can also be obtained by phoning the national IRS toll-free line at 1-800-424-3676.]

You are not likely to have an IRS response to your application for several months. Then, if your application is approved, you will be granted "provisional public charity status," with a final determination to be made at the conclusion of a five-year "advance ruling" period. For purposes of grantmaking, however, corporate givers will regard you as a qualified public charity on the basis of your provisional status.

As a practical matter, if you do apply for your own 501(c)(3) public charity status but need to engage in corporate fundraising before IRS action is taken, you may wish to ask another public charity in your community to serve temporarily as your fiscal agent. Similarly, if your organization would not qualify for public charity status under 501(c)(3), if it already has nonprofit status under some other section of the IRS Code, or if it is too small or informal to make applying feasible in any case, you will have no choice but to form such a fiscal arrangement. In such cases, the organization with fiscal responsibility would be the actual grant applicant and your program or project would technically be an activity of theirs for the duration of any funded effort. [Note: Social welfare organizations such as civic associations, volunteer fire departments, and veterans organizations, and business organizations such as chambers of commerce and trade associations, are examples of groups that generally have a nonprofit status under sections other than 501(c)(3).]

Positioning Your Board

Your board of directors is one of your most important assets, and in the nonprofit sector **a primary purpose of any board is to raise funds.** Because you will need to use your board in several ways as you plan and implement your fund development program, one of the first things you should do is to consider its make-up and assess its readiness.

In many cases, local literacy boards have no business representation. If this is true of your organization, you should make it a priority to get at least one local business leader to join. These people know best the inside workings of their own companies and with their contacts to other

companies can open doors for you. Moreover, the higher the level of the company executive, the more advantageous that will be because of the person's access to decision-makers inside the company. Unless you have the leverage to manage this on your own, your best bet will be to enlist the immediate help of your current board members. They are apt to know corporate leaders or other people who do. Get their suggestions and then ask them to call or write on your behalf. [Note: Friends of your organization are also a valuable resource and should be asked for suggestions. They may be found among your pool of individual donors or even among your volunteer tutors and staff.]

The fundraising experience of literacy boards varies greatly. Some are already experienced and effective in this role. Others may need to be oriented or trained. If yours falls into the latter category, you will either need to provide the training yourself or, more likely, contract with a suitable organization for the purpose. Several organizations offer such training for a modest fee, including the Grantsmanship Center, the National Society of Fund Raising Executives, local branches of the Junior League, statewide or regional literacy planning groups, local colleges, and some local United Way organizations. Your local Chamber of Commerce may be able to refer you to other sources. The most important criterion for selecting a training group, apart from cost, is whether it has experience with fund and board development work for organizations of your type and size. [Note: In addition to your board, you may wish to draw your entire management staff into the exercise. Some of the larger and more experienced literacy programs consulted by BCEL do this. They even go beyond this by systematically training each new board member in fundraising as he or she joins.]

Learning From Groups In Your Community

If fundraising is new to you, one of the most useful sources of immediate advice is another experienced nonprofit group in your community. You might identify a long-established and well-known group that you respect, such as a youth services agency, a successful community health or arts organization, or even another literacy program, and take its executive director or development officer to lunch. It is important to dress professionally and to be clear about the questions you want to explore. You will be seeking "how to" information--getting your 501(c)(3) status, staffing your fund development effort, identifying local funding sources and board members, and the like.

To meet longer-term needs, it will also be helpful to establish links to other nonprofit groups in your area. What you need is a network for sharing information on an ongoing basis and a forum in which to test the usefulness of particular ideas and strategies as your fund development effort unfolds. Attending local workshops of the Regional Association of Grantmakers (RAGs) can sometimes be one good way to achieve this. RAGs presently operate in some 26 regions of the country, and while some admit only grantmaking organizations to their meetings, others offer sessions for a wider range of nonprofit groups. The Council on Foundations, listed in Appendix A (p. 34), is the best source of information for addresses and activities of the various RAGs. Corporate Volunteer Councils (CVCs), groups composed of representatives from corporations with employee volunteer programs, can also be a useful resource, steering you to other nonprofits in your area as well as to companies with a strong sense of social responsibility. VOLUNTEER-The National Center, listed in Appendix A (p. 36), can provide names and addresses of local CVCs.

Promoting Visibility In The Community

It is vital that the local media be familiar with your organization because name recognition and community visibility will give your corporate grant application far greater credibility. Thus, if your program does not already have a solid media communications program in place, you will need to develop this capacity. Two features will be vital in this effort--that the program be ongoing and that a specific person with suitable skills be put in charge of it. Responsibility can be assigned to a member of the staff or board, or even to a volunteer. This individual should contact the local newspaper and ask that one or more articles be written about the service you are providing. Local radio and television stations should be asked to feature your program or to run public service announcements. News releases, media advisories which provide up-to-date information about your activities, PSAs, and other forms of communication should all be part of a total public relations program. There are many good resource books to inform and guide you in this area, including ***Media Resource Guide*** put out by the Foundation for American Communications and ***Getting Yours: A Publicity and Funding Primer for Nonprofit and Voluntary Organizations*** prepared by the CONTACT Literacy Center (see Appendix B).

B. DEVELOPING INFORMATION ABOUT THE BUSINESS COMMUNITY

When you are ready to focus on your fund development effort, your first task will be to identify the businesses and corporations in your community that have a philanthropic program and determine which to target for an appeal. Keep in mind that because corporations are primarily interested in giving to organizations in areas where their headquarters, operating plants, and subsidiaries are located, **you will get better results if you stick close to home.**

Identifying The Companies

You will need to gather several kinds of information about corporate givers in your area: their name and address, the nature of their business, the name of their contributions officer or foundation head, that person's title, and the types of organizations and projects each company has funded in the recent past. It will also be helpful to know the average dollar amount and range of grants given because **nothing turns off a contributions official faster than an outlandishly high (or low) grant request.**

You can develop your information in various ways:

- Your board, organizational friends, and staff are good sources of information, as are your volunteer tutors and students.

- The local Chamber of Commerce can usually supply a corporate membership list, giving the names and addresses of all local companies, large or small. Chamber executives are also familiar with companies that have a record of community service and sometimes know corporate-giving personnel.

- The Foundation Center, a national nonprofit service which tracks and provides information on all major philanthropic giving in the U.S., maintains several directories that give detailed information about the giving preferences and behavior of major corporations and corporate foundations, along with names and titles of their executives. Their ***Source Book Profiles***, ***Corporate Foundation Profiles***, and ***National Directory of Corporate Giving*** are among the best. The Center's holdings also include the Public Management Institute's ***Corporate 500: The Directory of Corporate Philanthropy***, which gives the names of local corporate contributions heads. These resources can be found in some public libraries or at

one of the Center's regional libraries located in some 160 cities across the U.S. (see Appendix C for a list of locations).

- If you have received a corporate grant before, the responsible contributions officer may be willing to provide information. Corporate-giving personnel often consider it part of their job to help a grantee broaden its base of support.

- Local, regional, and state literacy coalitions and planning groups, including the local PLUS Task Force if one operates in your area, may be working to stimulate business involvement and know of companies in your locale with an expressed interest in literacy. (They may also be able to give you some short- or long-term technical assistance in the actual development of a proposal.)

- The reference departments of most local public libraries should have various directories that will be helpful. Standard & Poor's ***Register of Corporations*** and ***Directors and Executives***, and Dun & Bradstreet's ***Million Dollar Directory*** and ***Reference Book of Corporate Management***, contain geographical corporate listings by state and town, including names and addresses. These references also indicate each company's top executives and board members (which you might photocopy for later distribution to your own board). Some local libraries also have locally-developed guides to local grantmaking programs.

- Personal contacts you have with other nonprofit groups should be able to give you the names of some companies with a record of community giving. You can also examine the donor listings that appear in the annual reports and printed programs of these and other community groups. And you should keep an eye out for newspaper and television stories that cover local corporate grant activities.

If the company in your area is a local plant or branch office of a larger corporation with headquarters elsewhere, also jot down the name, address, and title of any contributions person located at the corporate headquarters so that you can carbon-copy this individual on any request submitted locally. Alerting headquarters to the fact that you have approached the local office is particularly helpful if the company has a strong national agenda, which might well include literacy. The local office may not yet be involved in the issue and you may offer headquarters a welcomed opportunity to encourage local affiliate funding. Moreover, if

you have an innovative project which could serve as a national model, some national corporate offices may have funds to support such local initiatives. However, **if a company or company foundation clearly states that it gives grants only in certain geographic areas or only to projects with national impact, it is essential to respect those groundrules.** [Note: In BCEL's conversations with corporate-giving officers the most commonly heard complaint, even among companies with a special interest in literacy, is that their geographical groundrules are not observed.]

If you do not have access to the directories noted above, use the list of company names you have otherwise compiled and contact them directly for the information you need. Call the switchboard and ask for the name and correct spelling of the person in charge of corporate contributions. Get the title of that person and the name of the person to whom you are speaking. Ask for a copy of their annual report and their giving guidelines.

You may find yourself transferred to public affairs, personnel, a corporate foundation, or even the president or CEO's office. If this should happen, especially if you are talking with the responsible contributions officer, you may (or may not) wish to ask about funding cycles or to confirm firsthand that you have a program or project the company can consider funding. Many giving officers welcome such a conversation because it can save you both wasted time later on if your activity is clearly too far afield. But not all do and what doesn't sound good conveyed briefly by phone often has a stronger impact in the form of a solid and attractive proposal. Only you can weigh the situation. In any case, if you already know that the local business is part of a larger corporation, you might use the occasion to ask about application procedures and guidelines for the national headquarters. Remember that some local companies refer all or some requests to headquarters while others have relative autonomy.

Deciding Which Companies To Target First

Once you have a working list of local businesses, you should develop some priorities. Realistic limits should be set on the number of corporations to solicit the first year (possibly dividing solicitation letters between the fall and the spring) and on the number to be added next year and the year after. A number of criteria can be used to help you decide on your initial group of companies:

- **Companies to which you, a member of your board, or someone else in your organization has personal access should be at the top of your list.** One good way to be sure you have identified this choice group of potential donors is to provide a copy of all the companies on your list, including the names and titles of top executives, to each member of your board (and perhaps to influential friends of your organization). You can either send the list to each person by mail (indicating a return date) or convene a meeting of the board. Either way, explain what the list is and how it will be used. Ask these people to check any company executive they know personally, and if on a first-name basis. You might also ask that they add in the margin any comments they think will be helpful to you later on, such as: "He's my next door neighbor...her daughter is in the Girl Scouts with mine...he is active in my church."

- **Businesses with a known record of giving are usually stronger initial candidates** than those with little or no philanthropic history. Although the competition for funds may be tougher, it will be helpful to have one or more of these companies on your side.

- **A company whose profits are strong is a strong candidate.** The economic situation of a particular company or an entire industry bears directly on the state of a company's giving program. If there is evidence of growth in profits the company may actually be expanding its community outreach activities and be open to funding new nonprofit groups and causes.

- **Companies known to have an interest in literacy should be included--** and the number of such companies is growing. Your research will have given you some information about this. Unfortunately, "literacy" or "adult literacy" as named areas of grant activity are relatively new in most directories. But, if you broaden the way you look at "literacy," you may find that your program fits into the priority interests of many companies. Many of the directories suggested above list areas of funding activity under a wide range of specific headings--poverty, job development and training, minority development, education, community development, volunteerism, youth employment, and English-as-a-Second-Language, to name just a few--and your literacy program may fit naturally into and be most marketable in one of these contexts.

- **Target companies that have a compelling reason to be concerned about the adult basic skills problem,** either because it affects their

current and future employees or their customers for products and services, or because their industry has already taken a state or national leadership role in literacy. Print and print-related organizations, product manufacturers, and health-care industries are examples of good groups to target, but increasingly literacy is a broad issue which affects most employers.

C. LAUNCHING YOUR PROGRAM

Developing Strategies For Your Board's Involvement

Under the leadership of your executive director, your board can help in many ways. The usual role is for each board member to transmit proposal letters on your behalf to the executives they know. This strategy is vitally important because appeals that go out from a member of your board to corporate CEOs and senior executives will usually be reviewed with extra care.

Beyond this role, however, other avenues for involvement should be explored. For example, would any board members be willing to call their corporate executive contacts to inquire directly about giving policies and interests? Would one or more agree to arrange an appointment for your executive director or head to meet with the appropriate giving officer and perhaps join the meeting? If some members are uncomfortable about a direct role in your fund development effort, would they at least agree to let you use their name in your proposal letter? Would one of your corporate board members be willing to ask their contributions staff to host an on-site breakfast or luncheon to which they invite several of the prospective donors you have targeted? Such events are free to the invitees and provide an excellent forum in which to make your program known. Would any be willing to arrange for someone from your organization to speak at a service or civic club, such as the Rotary, where they are members by virtue of their business position? Keep in mind that your entry into the corporate-giving community can yield important benefits other than grants. At any level, as company officials get to know you and your program <u>they</u>, in turn, might be willing to host a breakfast or luncheon to introduce you to <u>their</u> corporate friends.

Whatever strategies you develop, it is essential for each board member to be clear about what he or she is to do and on what timetable. It also is vital that any staff work required to support the board's involvement be completed in a timely manner and that the staff be organized to meet

back-up and follow-up needs on an ongoing basis. In fact, as an overall organizing device for your board and staff effort, you might consider setting up a development committee for corporate solicitations.

Determining What To Ask For

The kind of support you request should reflect both your needs and the giving preferences of your potential donors. From your research on company giving guidelines, you should know whether the companies you have chosen to target give money for general operating support or whether they prefer special projects. If it is the former, your proposal will, in effect, be asking the company to buy into your overall operation. If the company funds only special projects or gives strong preference to special-project funding, you will need to focus on some specific activity, project, or purchase that will fill a gap in your current operation or help develop the expanded capacity you need. (In project proposals, you should be sure to include a portion of your ongoing administrative expense if the proposed activity will draw on the core resources and personnel of your organization.)

Great care should be taken to identify a project or activity of current, priority importance to your organization. Too often, literacy grant applicants need help so urgently that, rather than risk a "no" answer, they commit themselves to what they think will appeal most to the potential funder, downplaying or putting aside their real needs. The trick is to know exactly what you need and why, and then to present your case in terms that clearly relate to stated areas of company giving. You should be able, of course, to illustrate how the company's support would enable you to improve your program or better serve your constituency. And you should always ask for a specific dollar amount depending on your needs and the corporation's giving pattern. You may need the salary for a new fund development officer for two years, an outside evaluation of your program, books or equipment to enhance your program, training for new staff to work with employee basic skills programs, development of a descriptive brochure--all examples of appropriate project requests.

Depending on the nature of your need and the company you are approaching, you should consider whether to ask for a grant, an in-kind gift or service, or perhaps both. Literacy groups experienced in corporate fundraising indicate that in-kind and service requests are often a good way to initially involve local businesses. A printing company, depending on its press set-up, might be able to print your new program brochure. A computer company may be able to donate a word processor for your office.

Many large companies have surplus furniture or typewriters and may be open to a donation of this kind. And some corporations may be able to donate space for a tutoring site or for your annual conference. [Note: Many companies have a policy prohibiting the use of their space for fundraising events.]

Preparing & Submitting Your Proposal

Whether filling out a company's grant application form (which some large companies require) or developing your own proposal from scratch, a company's application guidelines should be followed to the letter. All information required should be provided but only that information.*

Unless you have been informed otherwise, a one- to two-page letter is the standard procedure for most corporate grant requests. It should get straight to the point, stating a grant purpose and a specific dollar amount in the first paragraph. In no more than seven or eight paragraphs you will need to describe your organization and establish its credibility, describe the services you offer, give estimates on illiteracy rates in your community and information about population groups you serve, and cover any other matters important to assessing your request and its grant-worthiness (including recognition of the company's own interests and concerns). Brevity and clarity are essential.

Corporate funders, like other grant sources, want to see that you are in control of your organization...that you have a track record and some history of achievement...that your operation is financially sound and well managed...that it has standing in the community...that your program meets a real community need...that you understand your role in relation to other literacy groups in the community...and that you have viable plans for achieving your goals and the purposes of the proposed grant. Your application letter can address these matters in a general way, with detailed supporting documentation provided in attachments. Although corporations vary in their requirements, the following attachments are usually requested:

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* If you are uncertain about how to put together a good proposal, you may wish to consult ***Program Planning & Proposal Writing***, an excellent guide put out by the Grantsmanship Center (see Appendix B, p. 38) or your public library or regional Foundation Center library. Most bookstores also carry guides on this topic.

- A copy of your IRS determination letter ruling that your organization is a tax-exempt public charity under section 501(c)(3) of the Internal Revenue Code.

- Your latest annual report, if you publish one.

- A brief history of your organization, if not contained in your annual report.

- A clear statement of your organization's goals and objectives.

- A list of your Board of Directors and their affiliations, and of your officers and key management staff.

- Your most recent annual financial audit and/or 990 filing.

- Your operating budget for the current fiscal year (and sometimes your projected budget for next year).

- A list of public and private supporters and amounts contributed by each.

- Some independent evidence that your organization's services are held in high regard or attract strong community interest, such as a newspaper article or sometimes a letter from a prominent person.

- If your request is for a specific project, a description of that project, the names of people who will direct it and their qualifications, expected duration and costs, when funds are needed, and how the results will be evaluated. [Note: Calls for accountability in the adult literacy field are on the increase, so it is important to have clear plans for evaluating the success of your project.]

The amount of your request should fall within the average range of each company's giving pattern. With a smaller business, you might consider computing the cost of tutoring an individual student for a year (including materials, space, staff training, and so on), and then ask for this amount or some multiple of it under an "Adopt-a-Student" arrangement.

Because you may not get to meet the corporate decision-makers in person, your application may be your best opportunity to make a company

aware of the illiteracy problem in your community and to share your hopes for alleviating it. Thus, your letter should be as strong and compelling as possible. Present your message in a positive, clear, professional manner, and **don't beg or sound apologetic**. You have legitimate needs and if they are conveyed well your case will be won on the merits. Often nonprofit and volunteer organizations think that the humbler they are the better but the opposite is true with corporations. They like to bet on a winner. It is sometimes hard to "toot your own horn," but there is nothing wrong with this if it is done tastefully and if your claims can be documented.

Because "the medium is the message," it is important to write your proposal or letter clearly and concisely, and to make it visually appealing. It usually helps to have the initial draft (as well as attachments) reviewed by a good editor who can check for organization, clarity, thoroughness, and expression. You might also consider preparing a printed brochure which contains the basic information on your history, purposes, board membership, staffing, and general operations. If well-designed and well-written, such brochures are effective tools and worth their cost. If you can't afford to pay for the brochure yourself, you might ask a corporate marketing or graphics department to donate the design, typesetting, mechanical, and printing. Or perhaps a local printer or graphic arts organization would be willing to help; their national associations have been urging them to get involved at the local level.

In addition to your own materials, tools are often provided by national organizations to enhance local and state fund development efforts. If you are an affiliate of Literacy Volunteers of America, Laubach Literacy, the Assault on Illiteracy Program, the Association of Community Based Education, or another such organization, chances are that they have developed materials for your use as part of their ongoing technical assistance role or will at least be able to refer you to useful resources. For a minimal charge, BCEL also can help by supplying copies of its leaflet "Functional Illiteracy Hurts Business," an aid designed specifically for local literacy groups to include in their proposal packets. State-level literacy coalitions may also have helpful materials.

Depending on strategies developed for the use of your board, some letters will go out on your organization's letterhead and some on the letterhead of one or more board members (or friends of your program). Those that go from board members will usually follow a draft prepared in advance by someone on your staff, probably the executive director. In some cases, the impact may be greater if the executive director submits the proposal and the board member writes a separate, short, and strong letter of

endorsement urging serious attention to your request. This endorsement letter may either be transmitted as a cover to your proposal and letter or go out a week or two in advance as an alert to the proposal recipient that your proposal will be arriving shortly. It may occasionally happen that the same corporate executive is known by more than one member of your board. While only one should be the official transmitter of a proposal, separately-mailed endorsement letters from two or three can help strengthen your case--as long as each writes his or her own individual letter rather than following a standard form letter.

Proposals that go directly from the program should always be from an executive officer, preferably the executive director or head, and they should be dated and mailed to coincide with any letters of endorsement written by board members.

The proposal's visual appearance is extremely important. Each company solicited should get its own originally-typed letter--neatly formatted and with no typos and no errors in spelling or grammar. Attachments can be typed once and reproduced, but, again, their appearance should be neat and clean, and their content should be current. (Here, again, a computer for word processing, preferably with a letter-quality printer, is an invaluable aid and could be at the top of your "wish list" for project grants or in-kind donations.) Some literacy programs experienced in corporate fundraising report that they keep on hand extra sets of the standard attachments so that when a new corporate prospect is identified, they simply write an application letter and can quickly get off the entire proposal.

Follow-Up

Your involvement does not end when you submit your proposal. Both immediate and long-term follow-up are vital. A week to 10 days after mailing the proposal call to confirm its arrival. See if you can arrange to meet the potential grantmaker, perhaps inviting him or her to visit your tutoring site. If your proposal letter or covering letter says in the final sentence that you will call next week or by some date, be sure to call at that time. While this may seem perfectly obvious, many people in fact forget to do this. Also be aware that corporate contributions offices usually are understaffed and site visits or office meetings may be difficult simply because of time pressures.

If a meeting is scheduled, your executive director or head is the best person to represent your organization. He or she should be seen and known

personally. No one on your staff, no matter how valuable or competent, can be an effective substitute. If possible, however, it will enhance your case to arrange for a student, a board member, or both to go along. Students can give the most compelling first-hand testimony about the benefits of your program.

Most business people work in an environment that values technical efficiency and professionalism. Your proposal will already have provided the basic information needed, so the purpose of the meeting is to elaborate on it and present important new information in a concise way. You can also use the meeting to explore the possibility of other forms of support. For example, does the corporation provide in-kind services or materials... supply meeting rooms...help recruit volunteer tutors...have a matching gift or employee volunteer grant program? Can the person with whom you meet suggest people in other companies to solicit and can you use their name as an introduction?

Finally, keep in mind that business people are relative newcomers to the literacy issue and cannot be expected to have the working knowledge of literacy professionals. It will be important to respond to any questions they have with patience and clarity. And, afterwards, it is a good idea to send a thank-you letter, offering to provide any further information that might be needed.

Grant decisions can take from a few weeks to many months. Even though you may need funds urgently, be patient and plan accordingly. Wait a month or two before checking on your proposal's progress and then, if you didn't get a clear understanding of the company's procedures earlier, ask when to expect a response. If you've had a meeting, recognize that the person with whom you met is very busy and may not have the final decision-making authority in any case. If you still haven't heard in another two months or so, inquire again, and offer to provide any information they might then need to update your proposal. Generally, unless you have established good personal contact, inquiries are best made in writing.

Current funders are a strong source for future support. So when you do get a grant, always send a thank-you letter within a few days of receiving the official grant notification, and be sure to keep a copy for your files. In fact, even if your grant request is turned down, a letter of thanks for the company's consideration is advisable. **Corporate fundraising is a process of careful cultivation and learning the ropes, and building relationships often takes two or three years.** If your proposal was within their area of interest, it will also help you to know why your request was rejected. Maybe they simply had too few funds to support all applicants of

interest during a particular funding cycle, or maybe your proposal was incomplete or certain aspects of it not convincing or adequately explained. They might welcome another request from you in a few months or next year. You can ask whether this would be appropriate, and if your proposal was turned down because of inadequacies in the substance you will be able to correct this next time around. Your letter of appreciation can ask about anything if done graciously.

It is also important to keep your corporate funders (and companies still considering your request) aware of your ongoing activities and progress. One good way to do this is to periodically send them copies of news clippings which highlight the work of your organization, as well as newsletters and other publications.

Finally, optimism and persistence are vital qualities in fundraising, but fundraising does take resources and time, which usually are scarce, and you should know when to redirect your energies. As a rule of thumb, if a company you have approached repeatedly shows no inclination of making a grant after three years of work, it should probably be removed from your solicitation list.

Keeping Good Records: A Key To Success

Because corporate fundraising is a long-term process, good records are one of your most important tools. If they are kept well and contain the right information, your ongoing effort will be better planned, informed, and efficient--in short, more professional. You should keep detailed records of all grant activities, including contacts, proposals, payments, grant notification letters, acknowledgements, and project budgets. Make a file memo of every visit and conversation you have with a corporate funder and place it in that company's file. In addition to information about the meeting itself, note impressions about company personnel you have met or consulted, including personal qualities that need to be recalled when dealing with them in the future. Also make an "activity schedule" to remind you or others on your staff when narrative and financial reports and follow-up calls and letters are due. If you get a grant, be sure to keep track of renewal requirements and dates. Too often, because grantees forget to do this, they lose out on renewal grants when funds have actually been budgeted for them.

Mailing Lists Are A Vital Tool

All corporations you have identified during your initial groundwork should be added to your mailing list, regardless of whether and when they might be targeted for an appeal. If you don't have a mailing list, you will need to set one up. This also is a vital tool in maintaining regular communication with donors and prospects. Computerized mailing lists are most efficient, and, again, if you don't have a computer, this might be a good item for which to seek corporate support--either as an in-kind donation of equipment or in the form of a grant to purchase what you need.

A Final Note: Maintaining Board Interest

Because you will need the help of your board on an ongoing basis, it will be important to keep members informed and committed. They should be advised in a timely manner of any grants received, especially those they had an active role in soliciting. They should be kept aware of your overall program activities and plans, your overall financial circumstances and goals, and any major problems you encounter. A good way to achieve this is to hold periodic luncheon meetings for those members that are key to the fund development effort, to compare experiences and results and to revise or lay new plans. And a part of each general board meeting should be devoted to the subject.

Part III: Other Business Venues

A. THE UNITED WAY OF AMERICA

United Way campaigns in towns and cities across the country have long been a traditional way for corporations to channel their community giving in the areas of health and human services. Some 2,300 United Ways are currently operating throughout the country, and in 1987 they collectively raised $2.6 billion for distribution to some 37,000 organizations. The programs function with great autonomy and each sets its own criteria for membership as well as its own operating policies. All require member organizations to have 501(c)(3) status, and **in many communities, grant recipients are prohibited from soliciting additional operating support from corporations that are already supporting the local United Way campaign.**

Corporations which sponsor employee drives for the local United Way also vary in their policies. Some do all of their health and human service giving through United Way, some do only a part of it, and, again, many will not accept applications from organizations they are already supporting through the United Way.

United Way of America (UWA), the national training and service organization for local United Way groups, recently added a literacy initiative to its agenda. Working with the literacy field itself, UWA has begun to encourage local United Ways to become involved with literacy activities in their communities and to give guidance to them on how they might help. UWA has set up an executive steering committee, with high-level business representation, to help plan and oversee the effort, and a full-time literacy director has been appointed to the staff. Over the next few years, United Ways across the country will be making a special effort to support literacy with local grants and technical assistance help. And to help stimulate this effort, UWA will develop a national literacy venture grant program. (Details of this program will be available in a few months and will be announced by local United Ways.)

In response to the new UWA initiative, some companies may well elect to earmark some or all of their future United Way contributions specifically for literacy grants. Indeed, a few have advised BCEL that they are already considering this.

You should carefully weigh the pros and cons before deciding whether to apply for membership as a United Way agency. In its favor is the fact that support is usually ongoing year after year and that it is offered for general operating purposes. As noted above, a 501(c)(3) status is required for membership in any United Way agency, and close attention also is given to an applicant's management capacity, mission statement, and board composition. Moreover, only you can assess whether the level of support offered by United Way can equal or come close to the funds you can obtain from corporate givers directly. In any event, you should certainly let your local United Way leaders know that your program exists.

B. PRODUCT BROKERING ORGANIZATIONS

Besides donating in-kind services and products directly to eligible nonprofit groups, some companies also donate products indirectly through brokering organizations, and literacy groups can sometimes obtain valuable and much-needed merchandise from them.

Brokering Groups In General

Unfortunately, no one consulted by BCEL could provide a clear or comprehensive understanding of the network of brokering agents around the country or precisely what groups that network includes. Thus, with the exception of Gifts In Kind, discussed below, we were able to confirm only that a significant number do distribute corporate goods at the local and regional levels and that a few are national in scope. While your program should certainly consider tapping one or more of these distribution groups, we have also learned that because of a few bad apples there is a need to look carefully before signing up for anything. Generally, any brokers that you identify or that approach you should be checked out with your local Better Business Bureau, its national Philanthropic Advisory Service, or the National Charities Information Bureau (see Appendix A). The problem is that while most are legitimate and trustworthy operations, some are apparently engaged in unethical or shoddy practices. Indeed, a few have received very bad press for "dumping" useless goods while making excessively large profits. In such cases, profits come from advance membership fees, often quite steep, that potential nonprofit beneficiaries are required to pay.

Gifts In Kind, Inc.

BCEL is sufficiently confident about the standards and operation of the national brokering organization, **Gifts In Kind**, to be able to recommend it without qualification as a resource for indirect corporate in-kind help. Gifts In Kind is a nonprofit organization founded in 1983 by the United Way of America to meet the need for a nationwide agency to coordinate the collection and distribution of donated company products. It has earned wide credibility and respect. Operating as an independent organization with its own staff and budget and a board of directors drawn from major corporations, Gifts In Kind has so far helped businesses give more than $120 million in product donations to more than 40,000 nonprofits nationwide, including health and human services, charities, and arts and education groups, as well as many literacy organizations. Recipient organizations pay no membership fee but are expected to cover minimal shipping and administrative costs for goods received.

Company donations to Gifts In Kind range from clothing to computers, and they are given for a variety of reasons--a move of headquarters from one locale to another...internal changes in color, style, and design...a surplus of inventory...an accumulation of "seconds." Moreover, U.S. tax laws provide special incentives for corporate product donations. For example, goods manufactured by a company donor, if given to the ill, the needy, and infants, can earn donors up to twice their cost of manufacture. It may also be of some importance to corporate donors that they have to do little beyond simply offering the products. Gifts In Kind, working with local United Way offices, is responsible for locating eligible recipients and for transporting, storing, and distributing the goods. It also gathers and verifies all required tax documentation and organizes it for the corporate donor's records.

Organizations do not have to be United Way members to be eligible for product donations, and in fact about 30 percent of Gifts In Kind's recipients are not. But it is through local United Way agencies that eligible recipient groups are identified, a compelling reason in itself for you to establish a working relationship with your local United Way. If you wish to be considered for donations, you should write to the Gifts In Kind coordinator of your local United Way, enclosing a copy of your 501(c)(3) letter of determination and a description of your program and need. Also offer to provide further information if they need it, and ask to be put on their mailing list. [Note: A corporation wishing to donate products should contact Gifts In Kind at the address indicated on page 35 in Appendix A.]

C. OTHER BUSINESS RESOURCES

Technical assistance help may be available from a wide range of business organizations not commonly recognized as such. They may be classified as businesses, business-related enterprises, or business service groups. Most are part of a network that includes a national headquarters and state and local affiliates, and many have a special interest in literacy.

Among the organizations already showing interest in literacy are chambers of commerce, private industry councils, and membership groups such as the Rotary, Altrusa, the Federation of Women's Clubs, and Women In Communications. Professional and trade associations, such as the American Bar Association, the American Newspaper Publishers Association, and Printing Industries of America, are other good examples. So are labor unions, and the regional offices of the U.S. Small Business Administration, the American Society for Training and Development, and the National Alliance of Business. Moreover, retired business people represent a potentially important source of help and they are being encouraged by the American Association of Retired Persons and other groups to be alert to literacy needs in their communities.

The entry of these kinds of business organizations into the adult literacy field is a relatively new development. Thus, the scope and depth of the collective effort is still unclear. But if you are alert to the fact that such in-kind resources may exist in your community and make it a point to look for ways to use them, some of your most important in-kind needs could be met. If you are uncertain about how to explore the possibilities, you might seek the advice of the state or national organization with which you are affiliated or ask your local or state literacy coalition. BCEL can also provide general information.

IV. Appendices

APPENDIX A: NATIONAL RESOURCE ORGANIZATIONS

A.1 **The Conference Board**
845 Third Avenue
New York, New York 10022
(212) 759-0900

The Conference Board is a business information service designed to help senior business executives and other leaders throughout the world reach sound decisions about management issues, public policy, and economic practice. The Board holds workshops across the country and publishes numerous important surveys and reports annually.

A. 2 **Council for Advancement and Support of Education (CASE)**
|(~~One~~ Dupont Circle, Suite ~~530~~ 400
Washington, D.C. 20036
(202) 328-5900

With a membership of more than 2,800 colleges, universities, and schools, CASE's mission is to advance the understanding and support of education. Among other things, CASE is extensively involved with corporate matching gifts programs and publishes annually ***Matching Gift Details: A Guide to Corporate Matching Gift Programs.***

A.3 **Council for Aid to Education (CFAE)**
51 Madison Avenue, 22nd Floor
New York, New York 10010
(212) 689-2400

CFAE is supported primarily by contributions from the U.S. business community. Its purpose is to encourage greater aand more effective support of education, especially by business. CFAE publishes research studies in educational philanthropy and holds workshops and seminars for members of the corporate and academic communities.

A.4 **Council on Foundations**
1818 L Street, N.W.
Washington, D.C. 20036
(202) 466-6512

National membership organization of grantmakers whose goal is to promote responsible and effective philanthropy. Contact the Council for information on regional associations of grantmakers in your area.

A.5 **The Foundation Center**
70 Fifth Avenue
New York, New York 10003
(800) 424-9836

A major organization in the field of philanthropy, the Center publishes books and directories on general and company foundation granting activities and operates regional research centers in 160 cities around the country. See Appendix C for the location of these facilities.

A.6 **Gifts In Kind, Inc.**
700 North Fairfax Street, Suite 610
Alexandria, Virginia 22314
(703) 836-2121

Gifts In Kind is a national, nonprofit brokering organization, affiliated with the United Way of America, which founded it in 1983. It works to improve the efficiency and capacity of nonprofit organizations by collecting corporate in-kind product donations for subsequent distribution to eligible nonprofit groups. Working closely with local United Way offices, it is responsible for transporting and storing all corporate goods donated, for locating donee organizations, and for gathering and verifying all required tax documentation for its corporate donors.

A.7 **The Grantsmanship Center**
650 ~~500~~ S. Spring Street, Suite 507
Los Angeles, California 90014
(213) 689-9222

Founded in 1971, the Grantsmanship Center is the oldest training organization in the country for nonprofit groups--covering grantsmanship, proposal writing, and foundation and corporate funding. The Center offers some 150 funding seminars a year in various cities across the country. A catalog outlining these seminars, as well as the Center's various publications, is available at no cost from: Department DD, P.O. Box 6210, Los Angeles, California 90014 (no telephone calls for this information, please).

A.8 **Independent Sector**
1828 L Street, N.W.
Washington, D.C. 20036
(202) 223-8100

Membership organization of 650 national nonprofits, foundations, and corporations which functions to enhance fundraising for the nonprofit sector through books, research reports, a newsletter, and conferences.

A.9 **National Charities Information Bureau (NCIB)**
19 Union Square West
New York, New York 10003
(212) 929-6300

NCIB serves as a watchdog in philanthropy, helping contributors to give wisely and encouraging charities to meet basic standards in their operations. NCIB answers inquiries about charities that solicit nationally, produces evaluative reports on nonprofits, publishes the ***Wise Giving Guide***, and consults with nonprofit groups to help them improve their operations and meet NCIB standards.

A.10 **National Society of Fund Raising Executives (NSFRE)**
1101 King Street, Suite 3000
Alexandria, Virginia 22314
(703) 684-0410

The Society is a professional association with a membership of 10,000 and the goal of improving the profession of fundraising through educational programs, conferences, and seminars. NSFRE produces journals and newsletters and holds workshops on fundraising in several major cities.

A.11 **Philanthropic Advisory Service (PAS)**
Council of Better Business Bureaus, Inc.
1515 Wilson Boulevard
Arlington, Virginia 22204
(703) 276-0100

PAS, a division of the Council of Better Business Bureaus, monitors and reports on national and international soliciting organizations. PAS conducts counseling and educational activities and produces publications to aid both contributors and nonprofit groups. PAS is a good source of information about product brokering organizations.

A.12 **VOLUNTEER-The National Center**
1111 N. 19th Street, Suite 500
Arlington, Virginia 22209
(703) 276-0542

VOLUNTEER provides technical assistance, training, and information services to organizations seeking to strengthen volunteer involvement, and it serves as a resource for corporations that support their employees as volunteers in the community. VOLUNTEER's Office of Workplace Programs can provide a listing of local corporate volunteer councils (CVCs) in more than 25 larger cities. CVCs are composed of corporations which have employee volunteer programs.

APPENDIX B: READING RESOURCES

B.1 The Complete Guide to Corporate Fund Raising, edited by Joseph Dermer and Stephen Wertheimer, 1982. Available from Public Service Materials Center, 5130 MacArthur Boulevard, N.W., Washington, D.C. 20016, or phone 202-966-7086. ($21.00, 110 pp.)

B.2 Directory of Corporate Funding Sources, Association for Community Based Education (ACBE), 1986. Profiles of 38 corporations that have given to literacy in the past. Available from ACBE, 1806 Vernon Street, N.W., Washington, D.C. 20009, or phone 202-462-6333. ($15.00, 82 pp.)

B.3 Discover Total Resources: A Guide for Nonprofits, Mellon Bank Corporation, 1985. Available from Mellon Bank, One Mellon Bank Center, Room 570, Pittsburgh, Pennsylvania 15258, or phone 412-234-3275. (No charge, no limit to number of copies, 42 pp.)

B.4 Getting Yours: A Publicity and Funding Primer For Nonprofit and Voluntary Organizations. Prepared by and available from CONTACT Center, Inc., P.O. Box 81826, Lincoln, Nebraska 68501, or phone 402-464-0602. ($6.00, 84 pp.)

B.5 Guidelines for Effective Adult Literacy Programs, prepared by Dayton-Hudson Corporation's B. Dalton Literacy Initiative, 1984. Available from Rainbow Research, Inc., 1406 W. Lake Street, Minneapolis, Minnesota 55408, or phone 612-824-0724. ($6.00, 41 pp.)

B.6 Media Resources Guide, 1987. Available from the Foundation for American Communications, 3800 Barham Boulevard, Suite 409, Los Angeles, California 90068, or phone 213-851-7372. ($4.00 nonprofit groups, $8.00 others, 48 pp.)

B.7 "*NonProfit Times*," a monthly newspaper covering nonprofit news, marketing, and management issues. Available from NonProfit Times, P.O. Box 870, Wantagh, New York 11793. (No cost to qualified full-time nonprofit executives who specify responsibilities and job title, and otherwise $39.00 a year by subscription.)

B.8 Program Planning & Proposal Writing, by Norton J. Kiritz, 1980. Available from The Grantsmanship Center, 650 S. Spring Street, Suite 507, Los Angeles, California 90014, or phone (213) 689-9222. ($6.00, 48 pp.)

B.9 The Rich Get Richer and The Poor Write Proposals, 1978. Available from Citizen Involvement Training Project, School of Education, 225 Furcolo Hall, University of Massachusetts, Amherst, Massachusetts 01003, or phone 413-545-2038. A guide to fundraising for grassroots organizations. ($12.25, 147 pp.)

APPENDIX C: FOUNDATION CENTER REGIONAL LIBRARY SERVICES

The Foundation Center is an independent national service organization established by foundations to provide an authoritative source of information on private philanthropic giving. In fulfilling its mission, The Center disseminates information on private giving through public service programs, publications and through a national network of library reference collections for free public use. The New York, Washington, DC, Cleveland and San Francisco reference collections operated by The Foundation Center offer a wide variety of services and comprehensive collections of information on foundations and grants. The Cooperating Collections are libraries, community foundations and other nonprofit agencies that provide a core collection of Foundation Center publications and a variety of supplementary materials and services in subject areas useful to grantseekers.

Over 100 of the network members have sets of private foundation information returns (IRS Form 990-PF) for their states or regions which are available for public use. A complete set of U.S. foundation returns can be found at the New York and Washington, DC offices of The Foundation Center. The Cleveland and San Francisco offices contain IRS returns for those foundations in the midwestern and western states, respectively.

Because the collections vary in their hours, materials and services, IT IS RECOMMENDED THAT YOU CALL EACH COLLECTION IN ADVANCE. To check on new locations or current information, call toll-free 1-800-424-9836.

Those collections marked with a bullet (●) have sets of private foundation information returns (IRS Form 990-PF) for their states or regions, available for public reference.

Reference collections operated by The Foundation Center are in **boldface.**

ALABAMA

● Birmingham Public Library
2100 Park Place
Birmingham 35203
205-226-3600

Huntsville-Madison County Public Library
108 Fountain Circle
P.O. Box 443
Huntsville 35804
205-532-5940

University of South Alabama
Library Building
Reference Department
Mobile 36688
205-460-7025

● Auburn University at Montgomery Library
Montgomery 36193-0401
205-271-9649

ALASKA

● University of Alaska, Anchorage Library
3211 Providence Drive
Anchorage 99508
907-786-1848

ARIZONA

● Phoenix Public Library Business and Sciences Department
12 East McDowell Road
Phoenix 85004
602-262-4636

● Tucson Public Library
Main Library
200 South Sixth Avenue
Tucson 85701
602-791-4393

ARKANSAS

● Westark Community College Library
Grand Avenue at Waldron Road
Fort Smith 72913
501-785-7000

● Little Rock Public Library
Reference Department
700 Louisiana Street
Little Rock 72201
501-370-5950

CALIFORNIA

● California Community Foundation Funding Information Center
3580 Wilshire Blvd., Suite 1660
Los Angeles 90010
213-413-4042

● Community Foundation for Monterey County
420 Pacific Street
Monterey 93940
408-375-9712

California Community Foundation
4050 Metropolitan Drive #300
Orange 92668
714-937-9077

Riverside Public Library
3581 7th Street
Riverside 92501
714-782-5201

California State Library
Reference Services, Rm. 309
914 Capital Mall
Sacramento 95814
916-322-4570

● San Diego Community Foundation
525 "B" Street, Suite 410
San Diego 92101
619-239-8815

● **The Foundation Center**
312 Sutter Street, Room 312
San Francisco 94108
415-397-0902

● Grantsmanship Resource Center
Junior League of San Jose, Inc.
Community Foundation of Santa Clara County
1762 Technology Dr., Suite 225
San Jose 95110
408-452-8181

● Orange County Community Developmental Council
1695 MacArthur Blvd.
Costa Mesa 92626
714-540-9293

● Peninsula Community Foundation
1204 Burlingame Avenue
Burlingame 94011-0627
415-342-2505

● Santa Barbara Public Library
Reference Section
40 East Anapamu
P.O. Box 1019
Santa Barbara 93102
805-962-7653

Santa Monica Public Library
1343 Sixth Street
Santa Monica 90401-1603
213-458-8603

Tuolomne County Library
465 S. Washington Street
Sonora 95370
209-533-5707

COLORADO

Pikes Peak Library District
20 North Cascade Avenue
Colorado Springs 80901
303-473-2780

● Denver Public Library
Sociology Division
1357 Broadway
Denver 80203
303-571-2190

CONNECTICUT

Danbury Public Library
170 Main Street
Danbury 06810
203-797-4527

● Hartford Public Library
Reference Department
500 Main Street
Hartford 06103
203-525-9121

D.A.T.A.
30 Arbor Street
Hartford 06106
203-232-6619

D.A.T.A.
25 Science Park
Suite 502
New Haven 06511
203-786-5225

DELAWARE

● Hugh Morris Library
University of Delaware
Newark 19717-5267
302-451-2965

DISTRICT OF COLUMBIA

● **The Foundation Center**
1001 Connecticut Avenue, NW
Washington 20036
202-331-1400

FLORIDA

Volusia County Public Library
City Island
Daytona Beach 32014
904-252-8374

● Jacksonville Public Library
Business, Science, and Industry Department
122 North Ocean Street
Jacksonville 32202
904-633-3926

● Miami-Dade Public Library
Humanities Department
101 W. Flagler St.
Miami 33132
305-375-2665

● Orange County Library System
101 E. Central Blvd.
Orlando 32801
305-425-4694

Selby Public Library
1001 Boulevard of the Arts
Sarasota 33577
813-366-7303

● Leon County Public Library
Community Funding Resources Center
1940 North Monroe Street
Tallahassee 32303
904-487-2665

Palm Beach County Community Foundation
324 Datura Street, Suite 340
West Palm Beach 33401
305-659-6800

GEORGIA

● Atlanta-Fulton Public Library
Ivan Allen Department
1 Margaret Mitchell Square
Atlanta 30303
404-688-4636

HAWAII

- Thomas Hale Hamilton Library
  General Reference
  University of Hawaii
  2550 The Mall
  Honolulu 96822
  808-948-7214

  The Hawaiian Foundation
  Resource Room
  130 Merchant Street
  Bancorp Tower, Suite 901
  Honolulu 96813
  808-538-4540

IDAHO

- Caldwell Public Library
  1010 Dearborn Street
  Caldwell 83605
  208-459-3242

ILLINOIS

Belleville Public Library
121 East Washington Street
Belleville 62220
618-234-0441

DuPage Township
300 Briarcliff Road
Bolingbrook 60439
312-759-1317

- Donors Forum of Chicago
  53 W. Jackson Blvd., Rm. 430
  Chicago 60604
  312-431-0265

- Evanston Public Library
  1703 Orrington Avenue
  Evanston 60201
  312-866-0305

- Sangamon State University
  Library
  Shepherd Road
  Springfield 62708
  217-786-6633

INDIANA

Allen County Public Library
900 Webster Street
Fort Wayne 46802
219-424-7241

Indiana University Northwest
Library
3400 Broadway
Gary 46408
219-980-6580

- Indianapolis-Marion County
  Public Library
  40 East St. Clair Street
  Indianapolis 46204
  317-269-1733

IOWA

- Public Library of Des Moines
  100 Locust Street
  Des Moines 50308
  515-283-4259

KANSAS

- Topeka Public Library
  Adult Services Department
  1515 West Tenth Street
  Topeka 66604
  913-233-2040

- Wichita Public Library
  223 South Main
  Wichita 67202
  316-262-0611

KENTUCKY

Western Kentucky University
Division of Library Services
Helm-Cravens Library
Bowling Green 42101
502-745-3951

- Louisville Free Public Library
  Fourth and York Streets
  Louisville 40203
  502-561-8600

LOUISIANA

- East Baton Rouge Parish Library
  Centroplex Library
  120 St. Louis Street
  Baton Rouge 70821
  504-389-4960

- New Orleans Public Library
  Business and Science Division
  219 Loyola Avenue
  New Orleans 70140
  504-596-2583

- Shreve Memorial Library
  424 Texas Street
  Shreveport 71101
  318-226-5894

MAINE

- University of Southern Maine
  Office of Sponsored Research
  96 Falmouth Street
  Portland 04103
  207-780-4411

MARYLAND

- Enoch Pratt Free Library
  Social Science and History
  Department
  400 Cathedral Street
  Baltimore 21201
  301-396-5320

MASSACHUSETTS

- Associated Grantmakers of
  Massachusetts
  294 Washington Street
  Suite 501
  Boston 02108
  617-426-2608

- Boston Public Library
  Copley Square
  Boston 02117
  617-536-5400

  Walpole Public Library
  Common Street
  Walpole 02081
  617-668-5497 ext. 140

- Western Massachusetts Funding
  Resource Center
  Campaign for Human
  Development
  Chancery Annex
  73 Chestnut Street
  Springfield 01103
  413-732-3175 ext. 67

- Grants Resource Center
  Worcester Public Library
  Salem Square
  Worcester 01608
  617-799-1655

MICHIGAN

- Alpena County Library
  211 North First Avenue
  Alpena 49707
  517-356-6188

  University of Michigan-Ann
  Arbor
  Reference Department
  209 Hatcher Graduate Library
  Ann Arbor 48109-1205
  313-764-1149

- Henry Ford Centennial Library
  16301 Michigan Avenue
  Dearborn 48126
  313-943-2337

- Purdy Library
  Wayne State University
  Detroit 48202
  313-577-4040

- Michigan State University
  Libraries
  Reference Library
  East Lansing 48824
  517-353-8818

- Farmington Community Library
  32737 West 12 Mile Road
  Farmington Hills 48018
  313-553-0300

- University of Michigan-Flint
  Library
  Reference Department
  Flint 48503
  313-762-3408

- Grand Rapids Public Library
  Business Dept.
  60 Library Plaza
  Grand Rapids 49503
  616-456-3600

- Michigan Technological
  University Library
  Highway U.S. 41
  Houghton 49931
  906-487-2507

MINNESOTA

- Duluth Public Library
  520 Superior Street
  Duluth 55802
  218-723-3802

- Southwest State University
  Library
  Marshall 56258
  507-537-7278

- Minneapolis Public Library
  Sociology Department
  300 Nicollet Mall
  Minneapolis 55401
  612-372-6555

  Rochester Public Library
  Broadway at First Street, SE
  Rochester 55901
  507-285-8002

  Saint Paul Public Library
  90 West Fourth Street
  Saint Paul 55102
  612-292-6311

MISSISSIPPI

Jackson Metropolitan Library
301 North State Street
Jackson 39201
601-944-1120

MISSOURI

- Clearinghouse for Midcontinent
  Foundations
  P.O. Box 22680
  Univ. of Missouri, Kansas City
  Law School, Suite 1-300
  52nd Street and Oak
  Kansas City 64113
  816-276-1176

- Kansas City Public Library
  311 East 12th Street
  Kansas City 64106
  816-221-2685

- Metropolitan Association for
  Philanthropy, Inc.
  5585 Pershing Avenue
  Suite 150
  St. Louis 63112
  314-361-3900

- Springfield-Greene County
  Library
  397 East Central Street
  Springfield 65801
  417-866-4636

MONTANA

- Eastern Montana College Library
  Reference Department
  1500 N. 30th Street
  Billings 59101-0298
  406-657-2262

- Montana State Library
  Reference Department
  1515 E. 6th Avenue
  Helena 59620
  406-444-3004

NEBRASKA

- University of Nebraska, Lincoln
  106 Love Library
  Lincoln 68588-0410
  402-472-2848

- W. Dale Clark Library
  Social Sciences Department
  215 South 15th Street
  Omaha 68102
  402-444-4826

NEVADA

- Las Vegas-Clark County Library
  District
  1401 East Flamingo Road
  Las Vegas 89119
  702-733-7810

- Washoe County Library
  301 South Center Street
  Reno 89505
  702-785-4012

NEW HAMPSHIRE

- The New Hampshire Charitable
  Fund
  One South Street
  Concord 03301
  603-225-6641

Littleton Public Library
109 Main Street
Littleton 03561
603-444-5741

NEW JERSEY

Cumberland County Library
800 E. Commerce Street
Bridgeton 08302
609-453-2216

The Support Center
17 Academy Street, Suite 1101
Newark 07102
201-643-5774

County College of Morris
Masten Learning Resource Center
Route 10 and Center Grove Rd.
Randolph 07869
201-361-5000 ext. 470

- New Jersey State Library
Governmental Reference
185 West State Street
Trenton 08625
609-292-6220

NEW MEXICO

Albuquerque Community Foundation
6400 Uptown Boulevard N.E.
Suite 500-W
Albuquerque 87110
505-883-6240

- New Mexico State Library
325 Don Gaspar Street
Santa Fe 87503
505-827-3824

NEW YORK

- New York State Library
Cultural Education Center
Humanities Section
Empire State Plaza
Albany 12230
518-474-7645

Bronx Reference Center
New York Public Library
2556 Bainbridge Avenue
Bronx 10458
212-220-6575

Brooklyn in Touch
101 Willoughby Street
Room 1508
Brooklyn 11201
718-237-9300

- Buffalo and Erie County Public Library
Lafayette Square
Buffalo 14203
716-856-7525

Huntington Public Library
338 Main Street
Huntington 11743
516-427-5165

- Levittown Public Library
Reference Department
One Bluegrass Lane
Levittown 11756
516-731-5728

- **The Foundation Center**
79 Fifth Avenue
New York 10003
212-620-4230

SUNY/College at Old Westbury Library
223 Store Hill Road
Old Westbury 11568
516-876-3156

- Plattsburgh Public Library
Adult Services Department
15 Oak Street
Plattsburgh 12901
518-563-0921

Adriance Memorial Library
93 Market Street
Poughkeepsie 12601
914-485-3445

Queens Borough Public Library
89-11 Merrick Boulevard
Jamaica 11432
718-990-0700

- Rochester Public Library
Business and Social Sciences Division
115 South Avenue
Rochester 14604
716-428-7328

Staten Island Council on the Arts
One Edgewater Plaza Rm. 311
Staten Island 10305
718-447-4485

- Onondaga County Public Library at the Galleries
447 S. Salina Street
Syracuse 13202-2494
315-448-4636

- White Plains Public Library
100 Martine Avenue
White Plains 10601
914-682-4488

- Suffolk Cooperative Library System
627 North Sunrise Service Road
Bellport 11713
516-286-1600

NORTH CAROLINA

- The Duke Endowment
200 S. Tryon Street, Ste. 1100
Charlotte 28202
704-376-0291

Durham County Library
300 N. Roxboro Street
Durham 27701
919-683-2626

- North Carolina State Library
109 East Jones Street
Raleigh 27611
919-733-3270

- The Winston-Salem Foundation
229 First Union National Bank Building
Winston-Salem 27101
919-725-2382

NORTH DAKOTA

Western Dakota Grants Resource Center
Bismarck Junior College Library
Bismarck 58501
701-224-5450

- The Library
North Dakota State University
Fargo 58105
701-237-8876

OHIO

- Public Library of Cincinnati and Hamilton County
Education Department
800 Vine Street
Cincinnati 45202
513-369-6940

- **The Foundation Center**
Kent H. Smith Library
1442 Hanna Building
1422 Euclid Avenue
Cleveland 44115
216-861-1933

The Public Library of Columbus and Franklin County
Main Library
96 S. Grant Avenue
Columbus 43215
614-222-7180

- Dayton and Montgomery County Public Library
Grants Information Center
215 E. Third Street
Dayton 45402-2103
513-227-9500 ext. 211

- Toledo-Lucas County Public Library
Social Science Department
325 Michigan Street
Toledo 43624
419-255-7055 ext. 221

Ohio University-Zanesville
Community Education and Development
1425 Newark Road
Zanesville 43701
614-453-0762

Stark County District Library
715 Market Avenue North
Canton 44702-1080
216-452-0665

OKLAHOMA

- Oklahoma City University Library
NW 23rd at North Blackwelder
Oklahoma City 73106
405-521-5072

- Tulsa City-County Library System
400 Civic Center
Tulsa 74103
918-592-7944

OREGON

- Library Association of Portland
Government Documents Room
801 S.W. Tenth Avenue
Portland 97205
503-223-7201

Oregon State Library
State Library Building
Salem 97310
503-378-4274

PENNSYLVANIA

Northampton County Area Community College
Learning Resources Center
3835 Green Pond Road
Bethlehem 18017
215-865-5158

- Erie County Public Library
3 South Perry Square
Erie 16501
814-452-2333 ext. 54

- Dauphin County Library System
Central Library
101 Walnut Street
Harrisburg 17101
717-234-4961

Lancaster County Public Library
125 North Duke Street
Lancaster 17602
717-394-2651

- The Free Library of Philadelphia
Logan Square
Philadelphia 19103
215-686-5423

- Hillman Library
University of Pittsburgh
Pittsburgh 15260
412-624-4423

Economic Development Council of Northeastern Pennsylvania
1151 Oak Street
Pittston 18640
717-655-5581

James V. Brown Library
12 E. 4th Street
Williamsport 17701
717-326-0536

RHODE ISLAND

- Providence Public Library
Reference Department
150 Empire Street
Providence 02903
401-521-7722

SOUTH CAROLINA

- Charleston County Public Library
404 King Street
Charleston 29403
803-723-1645

- South Carolina State Library
Reader Services Department
1500 Senate Street
Columbia 29201
803-734-8666

SOUTH DAKOTA

- South Dakota State Library
State Library Building
800 North Illinois Street
Pierre 57501
605-773-3131

Sioux Falls Area Foundation
404 Boyce Greeley Building
321 South Phillips Avenue
Sioux Falls 57102-0781
605-336-7055

TENNESSEE

- Knoxville-Knox County Public Library
500 West Church Avenue
Knoxville 37902
615-523-0781

- Memphis-Shelby County Public Library
1850 Peabody Avenue
Memphis 38104
901-725-8876

- Public Library of Nashville and Davidson County
  8th Avenue North and Union Street
  Nashville 37203
  615-244-4700

TEXAS

Amarillo Area Foundation
1000 Polk
P.O. Box 25569
Amarillo 79105-269
806-376-4521

- The Hogg Foundation for Mental Health
  The University of Texas
  Austin 78712
  512-471-5041
- Corpus Christi State University Library
  6300 Ocean Drive
  Corpus Christi 78412
  512-991-6810
- El Paso Community Foundation
  El Paso National Bank Building
  Suite 1616
  El Paso 79901
  915-533-4020
- Funding Information Center
  Texas Christian University Library
  Ft. Worth 76129
  817-921-7664
- Houston Public Library
  Bibliographic & Information Center
  500 McKinney Avenue
  Houston 77002
  713-236-1313
- Lubbock Area Foundation
  502 Commerce Bank Building
  Lubbock 79401
  806-762-8061
- Funding Information Library
  507 Brooklyn
  San Antonio 78215
  512-227-4333
- Dallas Public Library
  Grants Information Service
  1515 Young Street
  Dallas 75201
  214-670-1487
- Pan American University
  Learning Resource Center
  1201 W. University Drive
  Edinburg 78539
  512-381-3304

UTAH

- Salt Lake City Public Library
  Business and Science Department
  209 East Fifth South
  Salt Lake City 84111
  801-363-5733

VERMONT

- State of Vermont Department of Libraries
  Reference Services Unit
  111 State Street
  Montpelier 05602
  802-828-3261

VIRGINIA

- Grants Resources Collection
  Hampton Public Library
  4207 Victoria Blvd.
  Hampton 23669
  804-727-6234
- Richmond Public Library
  Business, Science, & Technology Department
  101 East Franklin Street
  Richmond 23219
  804-780-8223

WASHINGTON

- Seattle Public Library
  1000 Fourth Avenue
  Seattle 98104
  206-386-4620
- Spokane Public Library
  Funding Information Center
  West 906 Main Avenue
  Spokane 99201
  509-838-3364

WEST VIRGINIA

- Kanawha County Public Library
  123 Capital Street
  Charleston 25301
  304-343-4646

WISCONSIN

- Marquette University Memorial Library
  1415 West Wisconsin Avenue
  Milwaukee 53233
  414-224-1515
- University of Wisconsin-Madison
  Memorial Library
  728 State Street
  Madison 53706
  608-262-3647

WYOMING

- Laramie County Community College Library
  1400 East College Drive
  Cheyenne 82007
  307-634-5853

AUSTRALIA

Victorian Community Foundation
94 Queen Street
Melbourne Vic 3000
607-5922

CANADA

Canadian Center for Philanthropy
74 Victoria Street
Suite 920
Toronto, Ontario M5C 2A5
416-368-1138

ENGLAND

Charities Aid Foundation
18 Doughty Street
London WIN 2 PL
01-831-7798

JAPAN

Foundation Center Library of Japan
Elements Shinjuku Bldg. 3F
2-1-14 Shinjuku, Shinjuku-ku
Tokyo
03-350-1857

MEXICO

Biblioteca Benjamin Franklin
Londres 16
Mexico City 6, D.F.
525-591-0244

PUERTO RICO

Universidad Del Sagrado Corazon
M.M.T. Guevarra Library
Correo Calle Loiza
Santurce 00914
809-728-1515 ext. 357

VIRGIN ISLANDS

University of the Virgin Islands Library
Saint Thomas
U.S. Virgin Islands 00802
809-776-9200 ext. 1487

THE FOUNDATION CENTER AFFILIATES PROGRAM

As participants in the cooperating collection network, affiliates are libraries or nonprofit agencies that provide fundraising information or other funding-related technical assistance in their communities. Affiliates agree to provide free public access to a basic collection of Foundation Center publications during a regular schedule of hours, offering free funding research guidance to all visitors. Many also provide a variety of special services for local nonprofit organizations using staff or volunteers to prepare special materials, organize workshops, or conduct library orientations.

The affiliates program began in 1981 to continue the expansion of The Foundation Center's funding information network of 90 funding information collections. Since its inception, over 80 organizations have been designated Foundation Center affiliates. Affiliate collections have been established in a wide variety of host organizations, including public and university libraries, technical assistance agencies, and community foundations. The Center maintains strong ties with its affiliates through regular news bulletins, the provision of supporting materials, the sponsorship of regional meetings, and by referring the many nonprofits that call or write to The Foundation Center to the affiliate nearest them.

The Foundation Center welcomes inquiries from agencies interested in providing this type of public information service. If you are interested in establishing a funding information library for the use of nonprofit agencies in your area or in learning more about the program, we would like to hear from you.

The first step is for the director of your organization to write to Zeke Kilbride, Network Coordinator, explaining why the collection is needed and how the responsibilities of network participation would be met. The Center will contact you to review the details of the relationship. If your agency is designated an affiliate, you will then be entitled to purchase a core collection of Foundation Center materials at a 20% discount rate (annual cost of approx. $500). Center staff will be happy to assist in identifying supplementary titles for funding information libraries. A core collection, which must be maintained from year to year, consists of current editions to the following publications (subject to change):

Corporate Giving Directory
The Foundation Directory
The Foundation Directory Supplement
The Foundation Grants Index
The Foundation Grants Index Bimonthly
Source Book Profiles
The National Data Book
Foundation Fundamentals
Foundation Grants to Individuals

For more information, please write to: Zeke Kilbride, The Foundation Center, 79 Fifth Avenue, New York, NY 10003.

9/88

APPENDIX D: SAMPLE FORMS FOR EMPLOYEE-GENERATED CORPORATE GRANTS

D.1 Pfizer Matching Gifts Plan

D.2 R.R. Donnelley Matching Gift Program

D.3 Gulf + Western Matching Gifts Program

D.4 Morgan Bank Volunteer Involvement Fund

D.5 McGraw-Hill Employee Volunteer Support Program

Pfizer MATCHING GIFTS PLAN APPLICATION FORM

INSTRUCTIONS:

1. **The employee, retiree or director should fill out PART A and send the entire form with his or her contribution to the eligible educational, health care, civic or cultural institution or its affiliated fund, foundation or association.**
2. **Upon receipt of the contribution, the organization should fill out and execute PART B, and then return the entire form to the Administrator, Matching Gifts Plan at the address shown below.**
3. **See reverse side of this form for provisions of the Pfizer Matching Gifts Plan.**

PART A

To be completed by Pfizer employee, retiree or director.

NAME OF INSTITUTION

ADDRESS OF INSTITUTION (Street) (City/State) (Zip Code)

AMOUNT OF CONTRIBUTION (Write in Words)

ENCLOSED IS MY PERSONAL GIFT OF:

$ _____ Cash or Check

$ _____ in Securities
(If securities, complete the box on the right)

$ _____ in Real Estate
(Attach a qualified appraisal per IRS rules)

TO BE COMPLETED ONLY IF THE GIFT IS IN THE FORM OF SECURITIES

$ _____ Quoted market value on date this form is being completed

_____ Name of Company and Type of Security

_____ Number of Shares

I hereby certify that the above donation is entirely my personal contribution, and that it is not in whole or in part the gift of another individual, the sum of the gifts of other individuals, or the gift of any group or organization. I also certify that this contribution does not represent payment of tuition or payment in lieu of tuition or other fees. I hereby authorize the institution named above to report this gift to Pfizer Inc. for the purpose of attempting to qualify for a contribution under the provisions of the Pfizer Matching Gifts Plan.

_____ DATE _____ SIGNATURE

SOCIAL SECURITY NUMBER

PRINT OWN NAME (First, Middle, Last)

HOME ADDRESS

CITY, STATE & ZIP CODE

COMPANY LOCATION and DIVISION
(If retired, indicate where previously employed)

(Check Appropriate Box)

☐ Employee ☐ Retiree ☐ Director

PART B

To be completed by a financial officer of the educational, health care, civic or cultural institution, or its affiliated fund, foundation or association.

All institutions and organizations are required to enclose a copy of their IRS 501(c) (3) certificate of tax exemption. If an institution's records indicate that this has previously been submitted to Pfizer, it is not necessary to enclose an additional copy.

I hereby certify that the contribution of $ _____ described above was received on _____ (Date)

from _____ (Name of Donee Institution) and that this donation and this institution qualify under the provisions of the Pfizer Matching Gifts Plan described in sections IV, V, and VI on the reverse side of this form. I also certify that this donation represents a charitable contribution to this institution and that the donor derives no material benefit (tuition, dues credit, magazine subscription, etc.) as a result of this gift.

NAME AND ADDRESS OF INSTITUTION

_____ (Signature of Financial Officer)

PRINTED NAME OF FINANCIAL OFFICER

TITLE

TELEPHONE NUMBER OF INSTITUTION

TYPE OF INSTITUTION (Check Appropriate Box)

☐ Educational ☐ Health Care ☐ Civic ☐ Cultural

DATE CERTIFICATION MAILED

☐ Other (please describe): _____

RETURN THIS APPLICATION AND ADDRESS ALL CORRESPONDENCE TO:

Administrator, Matching Gifts Plan
Pfizer Inc.
235 East 42nd Street
New York, New York 10017

_____ Pfizer Control Number

JOB 4141 (3/88) (Disk 9A)

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PFIZER MATCHING GIFTS PLAN

I. POLICY
The Pfizer Matching Gifts Plan is a part of the Company's continuing effort to support educational, health care, civic and cultural institutions which provide services to its employees and the community at large. Under this Plan, the Company will make contributions to such eligible institutions (or their affiliated funds, foundations, or associations) equal to the amounts contributed to the institutions by eligible employees, retirees and directors, subject to the limits and provisions of the Matching Gifts Plan as detailed in Parts III, IV and V of this Policy.

II. PURPOSE
The Pfizer Matching Gifts Plan is a voluntary program designed to provide eligible participants with an additional incentive to make periodic contributions benefitting educational, health care, civic and cultural institutions of their own choosing.

III. ELIGIBLE PARTICIPANTS
All regular full time and regular part time U.S. employees, retirees and Board members of Pfizer Inc. or one of its wholly owned subsidiaries, as authorized by the Company, are eligible to participate in the Plan from their date of employment or membership on the Board. To be eligible, a participant need not be an alumnus of the educational institution or have any personal or professional affiliation with the recipient health care, civic or cultural institution.

IV. PROGRAM
Pfizer Inc. will match any gift or gifts, which are at least twenty dollars but do not exceed a total of ten thousand dollars per person per calendar year made to eligible educational, health care, civic or cultural institutions (or their affiliated funds, foundations, or associations) as defined in Part V of this Policy; the $20 minimum applies to each gift a donor may wish to make; the $10,000 maximum applies to the total contributions to one or more institutions made by a donor during a calendar year.

Matching Gifts Plan application forms must be submitted to the eligible institution (or its affiliated fund, foundation or association) during the calendar year in which the contribution is made. To be matched, gifts must be contributions made (not merely pledged) in cash, securities or real estate with a documented market value as of the donation date. If a participant specified a particular purpose for which the contribution is to used, the matching gift will be designated for the same purpose unless the participant requests that the Company's contribution be utilized for another eligible purpose.

V. ELIGIBLE INSTITUTIONS
Educational, health care, civic and cultural institutions and organizations are eligible for the Matching Gifts Plan, provided that they are:

- located in the United States; and
- recognized as tax-exempt organizations under Section 501 (c) (3) of the Internal Revenue Code.

Institutions located outside the United States are eligible for matching contributions if they have a fund-raising agency or association that is located in the United States and recognized as a tax-exempt organization under Section 501 (c) (3) of the Internal Revenue Code.

Types of institutions eligible for the Matching Gifts Plan include the following:

Education	Graduate and professional schools, four year colleges and universities, two year junior and community colleges, private secondary, elementary and pre-elementary schools, and theological seminaries, as well as a range of national and local education-related organizations.
Health Care	Hospitals, hospices, psychiatric/mental health institutions, ambulatory care facilities, long term/convalescent facilities, etc., as well as a range of national and local health-related organizations, including those whose programs relate to specific diseases such as cancer, leukemia, muscular dystrophy, diabetes, arthritis and birth defects.
Civic Affairs	A wide range of national and local civic and social service groups, such as community recreational centers, programs for the elderly, halfway houses, women's centers, drug/alcohol rehabilitation projects, youth programs, conservation groups, prison rehabilitation programs, legal assistance centers, programs for the handicapped, vocational/technical training programs and non-academic research institutions.
Culture	Aquariums, arboretums, art galleries, arts councils, botanical gardens, cultural/performing arts centers, dance companies, film societies, historical societies/restorations, libraries, museums, music/choral groups, opera companies, orchestras, planetariums, public broadcasting television and radio stations, theatre companies and zoos.

VI. EXCLUSIONS
In keeping with the Company's corporate contributions policy and guidelines religious, fraternal, partisan political, labor and veterans organizations, as well as organizations that favor the expansion of the public sector at the expense of the private sector, are ineligible for support through the Matching Gifts Plan. *Educational, health care, civic or cultural programs that operate under the sponsorship of a religious organization and that are not incorporated as independent non-religious tax-exempt organizations under Section 501 (c) (3) of the Internal Revenue Code are not eligible for the Matching Gifts Plan.*

In addition, the Company will not match contributions for in-kind donations of any type; payments for tuition, books or other student fees incurred by the donor; dues to alumni groups; subscription fees for publications; insurance premiums; unitrust or charitable remainder trusts; payments for hospital, hospice, physician, therapy, surgical or laboratory fees; payments for memberships in health maintenance organizations or health care corporations; contributions to individual research projects; individual, family or group memberships in educational, health care, civic or cultural organizations; contributions to individual artistic projects; and gifts not intended to further the general program of the recipient educational, health care, civic or cultural institution, as defined by this Plan.

VII. ADMINISTRATION
The Manager, Corporate Support Programs is responsible for the administration of the Pfizer Matching Gifts Plan.

Application forms are available from Personnel representatives. Part A of the Matching Gifts Plan application form should be completed by the donor and the entire form mailed with the contribution to the eligible educational, health care, civic or cultural institution (or its affiliated fund, foundation or association).

An authorized financial officer of the institution (or its affiliated fund, foundation or association) receiving the gift should complete Part B of the Matching Gifts Plan application form and then return the entire form to:

Administrator, Matching Gifts Plan
Pfizer Inc.
235 East 42nd Street
New York, New York 10017

Upon receipt of a completed Matching Gifts Plan application form, the Administrator, Matching Gifts Plan will verify the eligibility of the donor and of the recipient institution.

The Company reserves the right to request further documentation regarding the donor's gift (copy of cancelled check, qualified appraisal, etc.), if deemed necessary and appropriate at the time the Matching Gifts Plan form is processed.

Checks will be sent to each qualified institution (or its affiliated fund, foundation or association) for approved matching gift contributions as promptly as possible following receipt of the application form.

The Administrator, Matching Gifts Plan will notify each participant after the Company has made a matching gift contribution on his or her behalf.

VIII. PLAN CONTINUANCE
It is hoped that the Pfizer Matching Gifts Plan will be continued indefinitely, but the Company reserves the right to revise or terminate the Plan at any time.

Matching Gift Program

R.R. Donnelley & Sons Company

R.R. Donnelley and You: Supporting Education and the Arts, Together

As an employee of R.R. Donnelley & Sons Company, you have the opportunity to direct Company contributions to educational, cultural and artistic organizations that you personally support.

Donnelley's Matching Gift Program will *more than double* your monetary gift to high schools, colleges, orchestras, libraries, museums, zoos, public radio and television stations and many other worthy organizations. For each dollar you donate, Donnelley contributes $1.50, increasing the total gift to two-and-one-half times your original gift!

This Program gives you a special opportunity to show your appreciation for the educational, artistic and cultural institutions that are important to you. It is also an ideal way for the Company to support institutions that are important to employees, retirees and the many Donnelley communities.

Show you care. Give today, and the Matching Gift Program will *more than double* your dollar.

Who's Eligible to Give?

All permanent employees in domestic operations, directors and retired employees of R.R. Donnelley & Sons Company and its wholly owned subsidiaries.

Who's Eligible to Receive?

Two- and four-year universities and colleges; professional schools; public or private secondary schools (grades 9-12); and artistic and cultural organizations, including libraries, museums, zoos, performing arts groups, public broadcasting, community arts organizations and literary, historical or other cultural associations.

All recipients must be:

1. 501(c)3 nonprofit or public (governmental) bodies and
2. located in the United States or its possessions.

In addition:

- Institutions of higher education and secondary schools must be accredited by one of the six regional accrediting agencies.
- Arts and cultural organizations must submit a short, written description of their mission and programs (a brochure or annual report is acceptable).

New recipients are required to file proof of these credentials with R.R. Donnelley's Matching Gift Program.

What's Matchable?

Only charitable contributions will be matched. Payments for tuition, fees, dues to alumni groups, ticket subscriptions, memberships or for which the employee receives any other goods or services are not eligible.

While an employee may indicate restricted use of a gift, the Company's match will be unrestricted. The recipient may, at its discretion, apply the Company's gift to the employee's designated purpose.

Gifts must be actual payments – checks, cash, money orders or negotiable securities – not pledges or in-kind contributions.

The minimum gift that will be matched is $20. The maximum amount for each employee, from single or multiple gifts, is $2,000 per calendar year.

Procedures

1. The employee fills out Parts A and B of this form and sends the entire brochure, with the gift, to the recipient charitable organization.
2. The appropriate officer of the recipient organization completes Part C and forwards the entire form to R.R. Donnelley & Sons Company. The Company must receive the completed form within four months of the date of the employee's gift.
3. The Company will verify the information on Forms A, B and C and, if correct and eligible, authorize payment of a matching contribution.
4. The Company will make payments quarterly. At the time of payment, Part A will be returned to the employee as a receipt.

The employee's or recipient's signature on the form will serve as certification that the requirements of the program have been met. Improper certification will make the employee or institution ineligible for participation in Donnelley's charitable programs.

Donnelley's Corporate Contributions Committee has authority to make final judgements on eligibility. In the event that total employee contributions exceed the amount appropriated by the Company for this purpose, the Committee may make such apportionment as it deems equitable and proper.

Mail the completed forms and any other correspondence to:

Matching Gift Program
R.R. DONNELLEY & SONS COMPANY
2223 South Martin Luther King Dr.
Chicago, IL 60616

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R.R. Donnelley & Sons Company
Matching Gift Program

Form A To be completed by employee and Company.
Please print or type all information.

Name

Street Address

City State Zip

Recipient Institution

Amount of Employee Gift Date of Gift

$

Date of Company Match (To be filled out by Company)

Amount of Company Match (To be filled out by Company)

$

This form will be returned to the employee as a receipt when the Company makes the matching gift payment.

R.R. Donnelley & Sons Company
Matching Gift Program

Form B To be completed by employee.

Employee Name

Social Security Number

Street Address

City State Zip

Division and Department (indicate if retired)

Recipient Organization

Purpose of Donation:

☐ Unrestricted support ☐ Restricted support

(indicate purpose)

Amount of Gift: check, cash or money order $

or shares of

having a market value on date of gift of $

Source of quotation:

I certify that my gift is a voluntary charitable contribution and does not represent a fee for services, tuition, subscriptions, tickets or other considerations.

Signature of Employee

Date of Gift

Office Use

Match Amt. Date Rec'd. Gift# _____

R.R. Donnelley & Sons Company
Matching Gift Program

Form C To be completed by recipient organization.
Please print or type all information.

Organization

Street Address

City State Zip

Amount Received Date Received

$

Name of Donor

☐ We have credentials on file with R.R. Donnelley & Sons Company

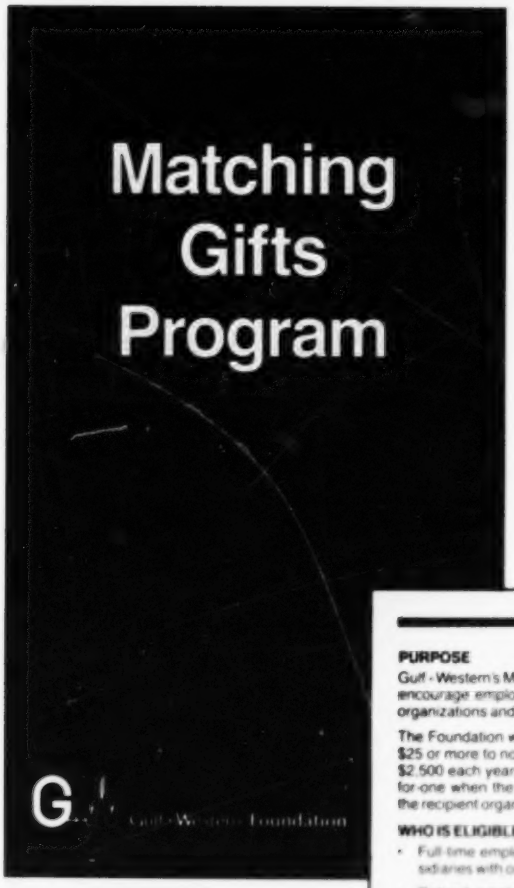
☐ Credentials are enclosed

I certify that this organization meets the eligibility requirements of the Matching Gift Program.

Signature of authorized officer of recipient organization

Title Date

D.3



PURPOSE

Gulf + Western's Matching Gifts Program is designed to encourage employees to become active in nonprofit organizations and to support them financially.

The Foundation will match employee contributions of $25 or more to nonprofit organizations up to a total of $2,500 each year. Contributions will be matched two-for-one when the employee is an active volunteer in the recipient organization.

WHO IS ELIGIBLE?

- Full-time employees of Gulf + Western and its subsidiaries with one year of continuous service.
- Retired employees of Gulf + Western who have met the age and service requirements under a Gulf + Western company's retirement or profit sharing plan. Such an individual must be currently receiving a retirement benefit or have previously received a distribution from a profit sharing plan.
- Current members of the Board of Directors of Gulf + Western Inc.

WHAT ORGANIZATIONS ARE ELIGIBLE FOR MATCHING?

Organizations in the areas of education, health, social welfare, culture and the arts, and civic affairs, provided they qualify as a publicly-supported, non-religious organization under Section 501(c)(3) of the U.S. Internal Revenue Service Code. Evidence of qualification is inclusion in the most recent issue of the Cumulative List of Organizations (IRS) or, if not listed, a copy of the IRS Letter of Determination.

WHAT ORGANIZATIONS DO NOT QUALIFY FOR MATCHING?

- Umbrella fund-raising organizations, such as the United Fund, because the Foundation makes direct annual contributions to them.
- Any organization whose purpose is to sponsor, promote or monitor legislation or influence the political process or affect the selection or election of political candidates.
- Fraternal, social and veterans organizations.
- Private foundations.
- Organizations whose programs are not predominantly within the United States.

WHAT GIFTS DO NOT QUALIFY FOR MATCHING?

- Gifts in kind (i.e., clothing, furniture, art work) and gifts of securities that are not readily marketable.
- Tuition payments or other required fee charges.
- The combined gifts of a group of persons earned through participation in an event such as a Walk-a-thon, Bike-a-thon or golf tournament. However, an employee's personal contribution to such events which benefit qualifying organizations will be matched.
- Contributions to dinners, theatre benefits, dues and subscription memberships except for the portion of the contribution that is tax deductible.
- Contributions in support of the theological purposes of religious organizations.

WHAT AMOUNTS WILL THE FOUNDATION MATCH?

The Foundation will match individual contributions of $25 or more. The maximum annual amount that will be matched for any employee is $2,500.

WHEN WILL GULF + WESTERN DOUBLE-MATCH?

The financial contributions of an employee who serves as a board or committee member or a service volunteer of a qualifying organization will be matched on a two-for-one basis. Such service must be substantial, current and must be certified by the organization.

PROCEDURES FOR MATCHING GIFTS

Contributions must be made by the employee by check.

Complete Part A of the application and send it to the Foundation with:

- the canceled check (or photo copy of both sides of the check), and
- an official receipt or acknowledgment letter from the organization.

For the DOUBLE MATCH, complete Part A as specified above. Part B of the application must be completed by the institution and sent to the Foundation.

If there is an eligibility question with respect to any organization, the Foundation should be called for an advance determination.

The Foundation will mail Matching Gifts checks to the employee for presentation to the organization.

The Foundation, at its sole discretion, may interpret, modify or terminate the Matching Gifts Program at any time.

Revised 12/86

Part A: To Be Completed by Employee: (Please Print)
Minimum Contribution $25.00

SOCIAL SECURITY NO. | EMPLOYMENT DATE (MONTH / DAY / YEAR) | AMOUNT OF GIFT—IF SECURITIES, DOLLAR VALUE | DATE OF GIFT

EMPLOYEE LAST NAME, FIRST NAME, MIDDLE INITIAL | NAME OF ORGANIZATION

EMPLOYEE ADDRESS—NUMBER AND STREET | ADDRESS—NUMBER AND STREET

CITY, STATE AND ZIP CODE | CITY, STATE AND ZIP CODE

COMPANY NAME (If retired, indicate where previously employed.) | IF GIFT IS SECURITIES, LIST NUMBER OF SHARES, TYPE AND NAME

DONOR STATUS: EMPLOYEE G. & D. DIRECTOR RETIREE Date _____ | THIS INSTITUTION IS (CHECK ONE): EDUCATIONAL INSTITUTION HEALTH AGENCY SOCIAL WELFARE AGENCY CULTURAL INSTITUTION CIVIC INSTITUTION

I certify that this contribution qualifies in full as a deduction on my current year's tax return and does not represent payment for any service, tuition or benefit to me.

This certifies that the participant is a full-time employee of Gulf + Western or one of its subsidiaries with one year of continuous service.

HUMAN RESOURCES OFFICER'S SIGNATURE

EMPLOYEE'S SIGNATURE DATE | COMPANY NAME DATE

Part A: To Be Completed by Employee: (Please Print)
Minimum Contribution $25.00

SOCIAL SECURITY NO. | EMPLOYMENT DATE (MONTH / DAY / YEAR) | AMOUNT OF GIFT—IF SECURITIES, DOLLAR VALUE | DATE OF GIFT

EMPLOYEE LAST NAME, FIRST NAME, MIDDLE INITIAL | NAME OF ORGANIZATION

EMPLOYEE ADDRESS—NUMBER AND STREET | ADDRESS—NUMBER AND STREET

CITY, STATE AND ZIP CODE | CITY, STATE AND ZIP CODE

COMPANY NAME (If retired, indicate where previously employed.) | IF GIFT IS SECURITIES, LIST NUMBER OF SHARES, TYPE AND NAME

DONOR STATUS: EMPLOYEE G. & D. DIRECTOR RETIREE Date _____ | THIS INSTITUTION IS (CHECK ONE): EDUCATIONAL INSTITUTION HEALTH AGENCY SOCIAL WELFARE AGENCY CULTURAL INSTITUTION CIVIC INSTITUTION

I certify that this contribution qualifies in full as a deduction on my current year's tax return and does not represent payment for any service, tuition or benefit to me.

This certifies that the participant is a full-time employee of Gulf + Western or one of its subsidiaries with one year of continuous service.

HUMAN RESOURCES OFFICER'S SIGNATURE

EMPLOYEE'S SIGNATURE DATE | COMPANY NAME DATE

PART B: To Be Completed By Recipient Institution Only If Requesting A Double Match

The length of time affiliated with institution

Classification of involvement (Check one)
Trustee — Service volunteer
Officer — Committee member

Brief discussion of responsibilities including scheduled commitments and the extent of participation. (If additional space is required, please use a separate sheet of paper.)

I hereby certify that the above person is actively involved as a volunteer and that the above information conforms with the official records of our institution. I further certify that the contribution was not in payment or in lieu of payment for any service, tuition or benefit to the donor.

SIGNATURE OF EXECUTIVE OR ADMINISTRATIVE OFFICER | PRINT, TYPE NAME & TITLE OF OFFICER

For foundation use only	ST	CAT CODE	DIV CODE	INT CODE	APPROVAL

PART B: To Be Completed By Recipient Institution Only If Requesting A Double Match

The length of time affiliated with institution

Classification of involvement (Check one)
Trustee — Service volunteer
Officer — Committee member

Brief discussion of responsibilities including scheduled commitments and the extent of participation. (If additional space is required, please use a separate sheet of paper.)

I hereby certify that the above person is actively involved as a volunteer and that the above information conforms with the official records of our institution. I further certify that the contribution was not in payment or in lieu of payment for any service, tuition or benefit to the donor.

SIGNATURE OF EXECUTIVE OR ADMINISTRATIVE OFFICER | PRINT, TYPE NAME & TITLE OF OFFICER

For foundation use only	ST	CAT CODE	DIV CODE	INT CODE	APPROVAL

D.4

The Volunteer Involvement Fund: financial support for volunteer efforts

The Morgan Bank

The Volunteer Involvement Fund exists to provide financial assistance to nonprofit organizations that benefit from contributions of time and talent from Morgan employee volunteers. The fund encourages volunteers to take the initiative in seeking support for programs or projects that they believe will help nonprofit groups in better serving the community. The Volunteer Involvement Fund makes contributions of $100 to $500 to eligible organizations, concentrating on projects that would not normally be funded by traditional corporate contribution programs.

Morgan has long pursued a policy of combining human and financial assistance when possible, because experience shows that doing so maximizes the value of these complementary forms of support. The Volunteer Involvement Fund adds another dimension to Morgan's continuing efforts – through the Morgan Guaranty Charitable Trust, the Matching Gifts Program, and the Volunteer Center – to improve the quality of life in our communities.

Eligibility requirements are described below, and application forms for contributions from the Volunteer Involvement Fund are attached. If you need more information, call Roberta Ruocco, Community Relations and Public Affairs (3-2058).

Who is eligible to apply for contributions?
An employee is eligible to apply if he/she

- is employed full-time and has worked continuously for at least six months at one of the Morgan companies;
- has been engaged for at least six months in unpaid volunteer work for an eligible organization, or has participated in at least one noteworthy volunteer event during the past year.

What organizations are eligible?

- Nonprofit organizations, exempt from federal income taxes and located in the continental United States, that sponsor programs dedicated to social welfare, health, education, the environment, civic or urban affairs, youth activities, or the arts.
- Religious organizations, if the volunteer activity for which a contribution is sought is nondenominational in character.

What organizations are not eligible?

- Political organizations.

How will applications be evaluated?
The Volunteer Center, which is part of the Community Relations and Public Affairs Department, will review applications quarterly -- in March, June, September, and December. Decisions to contribute will be based on the significance of the employee's volunteer commitment, the nature and cost of the project, and its likely benefits to the community.

Program guidelines
Employees may submit only one application every other calendar year.

- If an organization has more than one employee volunteer from Morgan, it is eligible to receive up to $1,000 each calendar year.
- For a request to be considered each application must include the following:

  – a description of the program or project for which the contribution is requested;

  – a description of the employee volunteer activities with the organization;

  – a copy of the budget for the project for which the contributions is being requested, or an estimate of the cost of the items to be purchased;

  – a copy of the organization's IRS tax-exempt 501(c)(3) letter.

How to apply
To apply for a contribution from the Volunteer Involvement Fund, the employee volunteer and the organization must complete the nomination forms on the opposite page. The employee should return these forms with the required attachments to the Volunteer Center, 28/15. The Center will notify the volunteer of its decision at the end of the quarter during which the application is received.

The Morgan Bank

Volunteer Involvement Fund

Nomination form

To be completed by employee volunteer

Your name | Date employed (month/year)

Department | Location | Extension

Name of organization for which funds are requested | Director

Address | Telephone

Describe the major activities of the organization and how they benefit the community

Describe your volunteer activity

Describe the purpose or project for which you are requesting a contribution

How long have you been a volunteer at this organization? | Amount requested

For an application to be considered, you must attach:

(1) a copy of the budget for the project for which the contribution is being requested, or an estimate of the cost of the items to be purchased;

(2) the nomination form (below) completed by the nonprofit organization involved;

(3) a copy of the organization's tax exempt letter from the IRS.

If you wish, you may also attach a separate page with additional relevant information to assist us in evaluating your request.

Return completed forms to:

Volunteer Center
Community Relations and
Public Affairs, 28/15

Your signature | Date

The Morgan Bank

Volunteer Involvement Fund

Nomination form

To be completed by the nonprofit organization for which a contribution is requested by a Morgan employee volunteer

Name of organization | Director

Address | Telephone

Are contributions to your organization tax deductible under Section 501(c)(3) of the Internal Revenue Code? If yes, please attach IRS tax exempt 501(c)(3) letter.

☐ Yes ☐ No

Morgan volunteer's name

How long has he/she been actively involved in your organization?

We agree that The Morgan Bank has the right to audit our organization's financial statements if we receive a contribution from the Volunteer Involvement Fund. We also agree that such a contribution will be used to benefit our organization and the population we serve.

Signature | Title | Date

D.5

The McGraw-Hill Foundation, Inc.

Employee Volunteer Support Program Guidelines

PROGRAM OBJECTIVE

To encourage employee involvement in community organizations and institutions whose works make substantial contributions to the quality of life for all. The Employee Volunteer Support Program provides supplementary financial support for specific projects of local community organizations in which employees and retired staff members have a continuing involvement.

ELIGIBLE EMPLOYEES

If you are a regular full or part-time employee or a retiree of McGraw-Hill, Inc. or one of its subsidiaries, if you have a substantial and ongoing volunteer involvement in an organization in your community (30-hour minimum per year), and if you have volunteered with the organization for at least one year, you may apply for a project grant for your organization.

ELIGIBLE ORGANIZATIONS

Only public organizations with 501(c)(3) tax-exempt status from the U.S. Internal Revenue Service are eligible for a grant.

Organizations must perform services for the common good and general welfare of the community working in the areas of social services, medicine and health, education and scientific, civic and cultural affairs. Please include a Letter of Determination indicating the organization's status under section 501(c)(3) of the Internal Revenue Service code. Applications will not be accepted without it.

Political,religious and other organizations ineligible to receive McGraw-Hill Foundation contributions are excluded, as are professional associations, national fundraising organizations, and charitable organizations that are classified as private foundations.

ELIGIBILITY OF PROJECTS

Most community organizations are geared to solicit operating funds or capital for new facilities. EVSP is not intended to supplant these sources of annual or general support and does not cover recurring operating expenses.

We would like to help in that overlooked middle ground where your personal involvement enables you to identify a special project which can be completed in a specific period of time. We look for projects which enable organizations to function more effectively, serve more people, or add a new dimension to their services. Grants are made in recognition of an employee or retiree's volunteer commitment.

Examples of previous EVSP grants include: portable coolers for a "Meals on Wheels" program, playroom equipment for a child abuse center, typewriter for a museum volunteer center, camping equipment for a Boy Scout troop, scoreboard for a community athletic league.

NUMBER OF GRANTS AND AMOUNT OF FINANCIAL SUPPORT

In order to distribute funds to the greatest number of organizations, the McGraw-Hill Foundation limits grants in any calendar year to two organizations per employee or retiree and to one project per organization. An employee or retiree is not eligible to receive funds for the same organization in two consecutive years.

Projects will receive a maximum of $1,000. If the total project cost exceeds $1,000, please indicate the source of the balance of funds. If your involvement, organization and project seem eligible, you may submit an EVSP grant application to the McGraw-Hill Foundation.

EMPLOYEE REQUEST FOR SUPPORT

You may obtain EVSP applications from: **The McGraw-Hill Foundation, Inc.**
Room 3517
1221 Avenue of the Americas
New York, NY 10020

APPROVAL OF APPLICATIONS FOR GRANTS

All applications will be reviewed throughout the year by the McGraw-Hill Foundation Board. Approval for funding will depend on the nature of the project, the benefits it can provide the community and your degree of involvement. Once requests are approved, a check for the authorized amount will be given to you for transmittal to the designated organization.

If you wish to discuss your proposal, please contact the Administrator, McGraw-Hill Foundation, at 212/512-6112.

The McGraw-Hill Foundation, Inc.

Application for Employee Volunteer Support Program

Employee/Retiree Name _____ Date _____

Social Security # _____

Company and Dept. _____

Location and Phone Number _____

If Retiree, Home Address _____

City _____ State _____ Zip Code _____

Phone Number _____

Organization Name _____

Address _____

City _____ State _____ Zip Code _____

Person to Contact _____

Telephone Number _____

Describe the organization, its purpose, and how it helps the community.

_____

_____

_____

_____

_____

Explain in detail the nature of your involvement with this organization.

_____

_____

How long have you worked as a volunteer with this group? _____

_____

How many hours do you devote to the organization on a weekly or monthly basis? _____

_____

Please describe the specific project for which support is requested, including the project budget. If equipment or services are needed, please attach a detailed cost estimate.

_____

_____

If project budget exceeds the amount requested, please indicate the source of the balance of the funds for the project: _____

_____

Total Cost of Project $ _____ **Amount of Support Requested $** _____

APPLICATION MUST INCLUDE A COPY OF THE ORGANIZATION'S LETTER OF DETERMINATION INDICATING ITS STATUS UNDER SECTION 501 (c) (3) OF THE INTERNAL REVENUE CODE. APPLICATIONS WILL NOT BE ACCEPTED WITHOUT IT.

Notes

Notes

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